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Conference Co-chairs: Kate Daellenbach, Dan Laufer, Claire Williams

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ANZMAC 2019 2019 WINDS OF CHANGE

2nd - 4th DECEMBER 2019 WELLINGTON, NEW ZEALAND





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Contents

6	Welcome from the School of Marketing and International Business
7	ANZMAC 2019 Conference Organising Committee
8	Welcome from the ANZMAC President
9	2019 ANZMAC Executive Committee
10	Keynote Speakers
14	Track Chairs
15	Reviewers
19	Best Paper in Track
20	Most Insightful Reviewers
21	List of Delegates
32	Proceedings

Welcome from the School of Marketing and International Business

Te Kura Hokohoko, Pakihi ki te Ao

Victoria University of Wellington Te Whare Wānanga o te Ūpoko o te Ika a Māui

Tēnā koutou,

On behalf of everyone at the School of Marketing and International Business, we welcome you to ANZMAC 2019.

The conference could not have been organised without the help of many. So we begin our welcome with sincere thanks to the hard working staff of our school and University for their contribution, cooperation and overall pitching in. We also thank the ANZMAC Executive for their support and guidance, past hosts of ANZMAC conferences for their generous knowledge, and of course you, our conference attendees. It would surely not be much of a conference without the delegates.

We were stunned by the response to the conference. We received over 500 submissions from around the globe, and with final acceptances and registrations, we feel that the conference will be both stimulating and interesting. Along with this we have the Doctoral Colloquium prior to the conference, Special Sessions and Poster Submissions. It is encouraging to see that we have a vital community of active researchers, interested in our world, in Marketing and in sharing their knowledge.

We are also heartened by the response to the Winds of Change theme. There are many changes we face: those associated with our climate and sustainability, technology, political climate, consumer confidence, our academic worlds, and many more. As we consider those changes, some of which are soft refreshing breezes, and others which threaten the very ground we stand on, we see opportunities for our community to better understand and respond, to stand and face the wind, and even channel its energy. We thank you all for your contribution to this conference and wish you an enlightening, collegial and enjoyable conference. Just mind the gusts.

Ngā manaakitanga,

Val Hooper

Head of School, School of Marketing & International Business Victoria University of Wellington

Kate Daellenbach, Dan Laufer & Claire Williams

Conference Co-chairs

ANZMAC 2019 Conference Organising Committee

Conference Co-Chairs:

Kate Daellenbach Daniel Laufer Claire Williams

Proceedings Editor & Paper Handling:

Djavlonbek Kadirov James E Richard

Special Sessions:

Jayne Krisjanous

Posters:

Michelle Renton, Poster Sessions

Liaison, ANZMAC-GAMMA Joint Symposium:

Hongzhi Gao

Doctoral Colloquium:

Peter Thirkell, Doctoral Colloquium Co-Chair Micael-Lee Johnstone, Doctoral Colloquium Co-Chair Janet Davey Matevz Raskovic

Key Supporting Roles:

Val Hooper, Head of School, School of Marketing & International Business Helen Hynes, Finances, Administration assistance

Mary Alexander
Hannah Donmez
Vineeta Nair
Amy Vautier
& the rest of our fine school. Thanks.

Welcome from the ANZMAC President

Winds of Change —
the 2019 ANZMAC Conference
theme urges us to consider
contemporary global issues
that are pushing academics
and practitioners alike, in new
directions regarding how we
think about marketing theory
and how we apply marketing
concepts.

Topics such as the shifting focus from growth to sustainability, the fragility of supply, growing consumer inattention, the role and impact of human-technology interfaces and automation, personalisation, marketing analytics, and privacy are just a few examples to examine.

As a community of scholars, we have the privilege of adjusting the lens through which we view our discipline with each annual conference. In recent times, we have shifted from Agents of Change, to Innovation and Growth Strategies, to Marketing in a Post-Disciplinary Era, to Marketing for Impact, to Connect, Engage, Transform. We have journeyed alongside societal trends and taken opportunities to explore marketing's role as a driver, an enabler and a catalyst for growth and transformation. We have recognised that our disciplinary boundaries are becoming increasingly blurred, and we have acknowledged that we must create impact to remain relevant. Winds of Change fittingly provokes us to reject the status quo and to dive into the future, where marketing can play a central role in establishing new boundaries, new theories, new applications that work

to address grand challenges, solve wicked problems, and balance dual use technologies to better meet the needs of all stakeholders including consumers, customers, companies, shareholders, society-at-large, and the natural environment. This conference offers delegates the opportunity to share research with likeminded colleagues to shape projects, sharpen thinking, strengthen relationships, and together, to push boundaries.

On behalf of the ANZMAC Executive
Committee and community, I would like to
thank the Conference co-chairs, Dan Laufer,
Kate Daellenbach, and Claire Williams for so
meticulously organising this event. I also extend
our thanks to Victoria University, Wellington,
for hosting this important conference. We look
forward to exploring the program that you have
created especially for us!

Best wishes

Tania BucicPresident, ANZMAC

Jawa Prive

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Ian Phau, Curtin University

Strategy (Industry Engagement) and SIGs subcommittee

László Sajtos, The University of Auckland

Keynote Speakers

Prof John Deighton

Harold M. Brierley Professor of Business Administration Emeritus, Harvard Business School



John Deighton is the Harold M. Brierley Professor of Business Administration Emeritus at Harvard Business School, where he teaches marketing. He teaches Digital Marketing to MBA students, an MBA course titled Big Data in Marketing and an executive short course titled Competing on Business Analytics and Big Data.

His recent research on data-driven marketing includes "Economic Value of the Advertising- Supported Internet Ecosystem," published by the IAB in 2017, "The Value of Data: Consequences for Insight, Innovation, and Efficiency in the U.S. Economy," published by the DMA 2016, "Adding Bricks to Clicks: The Effects of Store Openings on Sales Through Direct Channels," published in the Journal of Marketing, and "Interactivity's Unanticipated Consequences for Marketers and Marketing," in Journal of Interactive Marketing.

In consumer behavior he recently published "Learning to Become a Taste Expert" in the Journal of Consumer Research, which dealt with wine expertise. Recent case studies include Oracle: Targeting the CMO, Managing Data at Allstate, WPP: From Mad Men to Math Men, and Target Stores: The Hunt for Unvolunteered Truths. See also his Twitter feed @HBSmktg.

John is a past editor of the Journal of Consumer Research and the Journal of Interactive Marketing. He has served as the Executive Director of the Marketing Science Institute, and Director of the Berkman Center for Internet and Society at Harvard University.

He has been a visiting professor at the Duke University, the University of Tokyo, and Oxford and Cambridge Universities in the UK. Prior to joining the Harvard Business School he was on the faculties of the University of Chicago and the Amos Tuck School, Dartmouth College.

His Ph.D. is in marketing from the Wharton School, University of Pennsylvania and he has an undergraduate chemical engineering degree from the University of KwaZulu-Natal and an M.B.A. from the University of Cape Town.

Dr Russel Norman

Executive Director, Greenpeace New Zealand



Russel Norman has been the Executive Director of Greenpeace Aotearoa New Zealand since November 2015. Before this he was a Member of the New Zealand Parliament and Co-leader of the Green Party from 2008-2015.

Russel co-led the Green Party during its period of growth leading up the 2014 election where the Party received 11% of the vote and 14 MPs, for the second election running. He was the Party Spokesperson on Economics and Environment and developed the Party's economic policy. In the environmental space he was particularly focused on climate and freshwater issues. He served on numerous Parliamentary Committees, mostly the Finance and Expenditure Committee and the Intelligence and Security Committee.

Prior to entering Parliament he worked in a diverse range of industries including automobile manufacturing, sheetmetal fabrication, and viticulture.

He has PhD in political science from Macquarie University in Sydney.

His main area of expertise is in economics, climate, energy, and freshwater ecosystems.

Prof Connie Pechmann

Professor of Marketing, The Paul Merage School of Business, University of California Irvine



Connie (Cornelia) Pechmann is Professor of Marketing at The Paul Merage School of Business, University of California Irvine. She conducts lab and field experiments to study controversial marketing messages including tobacco and drug messages and social media messages.

She has received numerous grants to study adolescents' response to tobacco-related advertising and product placements.

Her recent work examines the use of social media for online self-help groups and she has received a \$2.5M NIH grant to develop Tweet2Quit for smoking cessation. Prof. Pechmann has published numerous articles in leading marketing journals (JCR, JCP, JMR, JM and JPPM) and public health journals (AJPH, TC) and her work has received extensive press coverage. She is past Editor of the Journal of Consumer Psychology (2012-2015), an Area Editor at Journal of Marketing, a Top 50 Marketing Scholar, and a Who's Who in Economics. She received the 2009 Pollay Prize for Research in the Public Interest and the 2005 JCR best article award.

Her research has been presented to the U.S. Congress, the California State Legislature and the National Association of Attorneys' General. Prof. Pechmann has an M.S., MBA, and PhD from Vanderbilt University.

Track Chairs

Thank you to the following committed and diligent individuals who took on the Track Chair roles this year.

BUSINESS TO BUSINESS MARKETING

Sergio Biggemann (University of Otago) Joona Keränen (RMIT University)

CONSUMER BEHAVIOUR

Sally Rao Hill (University of Adelaide)
Billy Sung (Curtin University)
Crystal Yap (Auckland University of Technology)

CONSUMER CULTURE THEORY

Toni Eagar (Australian National University) Marian Makkar (RMIT)

CRISIS COMMUNICATIONS IN THE PUBLIC SECTOR

Dan Laufer (Victoria University of Wellington) Sabine Einwiller (University of Vienna)

DIGITAL MARKETING AND SOCIAL MEDIA

Jan Kietzmann (University of Victoria, Canada) Patrick van Esch (Auckland University of Technology)

INTERNATIONAL MARKETING

Ravi Pappu (The University of Queensland)

MACROMARKETING / MARKETING & PUBLIC POLICY

Ann-Marie Kennedy (University of Canterbury) Djavlonbek Kadirov (Victoria University of Wellington)

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SERVICES MARKETING

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SOCIAL MARKETING

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Leyland Pitt (Simon Fraser University, Canada) Riza Casidy (Macquarie University)

SUSTAINABILITY AND THE WINDS OF CHANGE

Val Hooper (Victoria University of Wellington)
James E Richard (Victoria University of
Wellington)

Reviewers

Attenburrow, Caitlin

Avis, Mark

Ayre, Michael

We sincerely thank the following reviewers for their comments and insights on the submitted papers. Your work has been greatly appreciated.

Aarikka-Stenroos, Leena Ballantine, Paul Cayla, Julien Balqiah, Tengku Chad, Paul Abedniya, Abed Abid, Muhammad Banikema, Annie Chan, Eugene Ahmadi Saber Doust, Negin Bardakci, Ahmet Chanana, Vivien Barden, Melissa Chatterjee, Pradipta Ahmed, Al Sadat Chaudhury, Srinwanti H. Ahmed, Farid Baumann, Chris Ainsworth, Jeremy Baxter. Stacev Cheah, Isaac Cheah, Jacky Aitken, Rob Beede, Park Akdevelioglu, Duygu Belk, Russell Chen, Bo Akram, Saba Bennett, Dag Chen, Ning (Chris) Chen, Qianyu Albatati, Bader Bevan-Dye, Ayesha Albin Shaikh, Hussain Chen, Xing (Alison) Beverland, Michael Alcaraz, Celeste Bezborah, Pranjal Cheng, Boon Alcock, Georgina Bhatt, Vivek Cherrier, Helene Aleti, Torgeir Bhatti, Tariq Chien, Pei-Yu Ali, Hafiz Biggemann, Sergio Chin, Shinyi Alimamy, Saifeddin Blijlevens, Janneke Chohan, Raeesah Allayarova, Nilufar Bogomolova, Svetlana Choi, Jinyoung (Jane) Allison, Gareth Bolann, Elin Chouk, Inès Almaiman, Khaled Bonfrer, Andre Chowdhury, Rashid Boon, Edward Chung, Henry Almosa, Yara Alpert, Frank Boonnark, Kittisorn Chung, Sindy Botha, Elsamari Chylinski, Mathew Alsalem, Amani Altaf, Mohsin Bouncken, Ricarda Conduit, Jodie Bove, Liliana Conroy, Denise Altschwager, Teagan Ameyibor, leeford Bowden, Jana Corsi, Armando Maria Crick. David Amir, Huma Bowles, Angela Andonopoulos, Vicki Brace-Govan, Jan Cripps, Helen Ang, Lawrence Bravo-Olavarria, Renzo Cruz, Angela Cui, Yuanyuan (Gina) Anggraeni, Adilla Brito. Pedro Anibaldi, Renata Brodie, Roderick Cullwick, Richard Currie, Nathan Anisimova, Tatiana Bruce, Eleanor Daellenbach, Kate Anthony, Christina Brush, Gregory Appau, Samuelson Bu. Yi D'Alessandro, Steven Budiman, Luthfi Daly, Timothy Araujo, Luis Danaher, Peter Arekar, Kirti Bui, Liem Arli, Denni Bulmer, Sandy Danziger, Shai Burgess, Jacqueline Das, Kallol Arsenovic, Jasenko Ashik, Farhan Burmann, Christoph Davey, Janet Astvansh, Vivek Buschgens, Mark Davey, Laura Butcher, Luke Davies, Callum

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Torkestani, M Saleh
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Yap, Sheau-Fen
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Zarkada, Anna
Zhang, Sha

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Best Paper in Track

BUSINESS TO BUSINESS MARKETING

Coopetition and performance in B2B marketing **Authors:** James M. Crick and David Crick

CONSUMER BEHAVIOUR

Disaster relief: The role of threat-based awe
Authors: Felix Septianto, Yuri Seo and Widya
Paramita

CONSUMER BEHAVIOUR

Memory and brand recall role in experiences **Authors:** Jorge Pablo Correa Gonzalez and

James E Richard

CONSUMER CULTURE THEORY

Brand aesthetics: Interpretations of consumers imagined homeland **Authors:** Mark Buschgens, Bernardo Figueiredo and Kaleel Rahman

CRISIS COMMUNICATIONS IN THE PUBLIC

SECTOR Investigating the methods and effectiveness of crisis communication **Authors:** Lucie K. Ozanne and Thomas Mitchell

DIGITAL MARKETING AND SOCIAL MEDIA*

Al-enabled promiscuity: Wham bam thank you mam **Author:** Patrick van Esch

INTERNATIONAL MARKETING

Country-of-origin celebrity endorsement effects in emerging markets **Authors**: Yuri Seo, Felix Septianto and Angela Gracia B. Cruz

MACROMARKETING / MARKETING & PUBLIC

POLICY Sponsorship activation through esports: A risky frontier **Author**: Sarah Kelly

MARKETING ANALYTICS, METHODS AND

MODELLING Levers of category growth by development stage Authors: Steven Dunn, Magda Nenycz-Thiel, Bruce McColl, James Martin, Arry Tanusondjaja

MARKETING COMMUNICATIONS

Hark! The pure angels prime: Communicating healthfulness **Authors**: Jasmina Ilicic, Stacey M. Baxter and Alicia Kulczynski

MARKETING EDUCATION

Which international academic experiences impact cross-cultural adaptability?

Authors: Kathleen Griffiths, Foula Zografina Kopanidis, Sveta Angelopoulos and Marion Steel

RETAILING AND DISTRIBUTION

Retailer selection compulsion at the BoP Authors: Srabanti Mukherjee, Biplab Datta and Charles Jebarajakirthy

SERVICES MARKETING

Pride & prejudice: The influence of hubristic pride on negative word-of-mouth following a service failure **Authors**: Gavin Northey, Felix Septianto, TungMoi (Eileen) Chiew and Liem Viet Ngo

SOCIAL MARKETING

Why do consumers buy more than needed? **Authors:** Adrian R. Camilleri and Richard P. Larrick

STRATEGIC MARKETING AND BRANDING

Private label purchasing: Impact of online reviews **Authors:** Kirk Plangger, Adam Mills, Colin

Campbell and Anouk de Regt

SUSTAINABILITY AND THE WINDS OF

CHANGE The behaviour-attitude gap in sustainable consumption **Authors:** Laura Davey, Sommer Kapitan and Jessica Michelle Vredenburg

*The selection of this paper was made by the Conference Committee

Most Insightful Reviewers

Join us in thanking and congratulating the following individuals for their exemplary contributions to the reviewing process.

BUSINESS TO BUSINESS MARKETING

Mario Kienzler, Linköping University

CONSUMER BEHAVIOUR

Anwar Shimul, Curtin University

CONSUMER CULTURE THEORY

Franco Pao, The University of Melbourne

CRISIS COMMUNICATIONS IN THE PUBLIC

Neda Ninova, University of Vienna

DIGITAL MARKETING AND SOCIAL MEDIA

Gavin Northey, University of Auckland

INTERNATIONAL MARKETING

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MACROMARKETING / MARKETING & PUBLIC POLICY

Joya Kemper, University of Auckland

MARKETING ANALYTICS, METHODS AND MODELLING

Drew Franklin, AUT University

MARKETING COMMUNICATIONS

Sara Shawky Habashi, Griffith University

MARKETING EDUCATION

Kathleen Griffiths, RMIT University

RETAILING AND DISTRIBUTION

John Murray, Massey University

SERVICES MARKETING

Sarah Dodds, Massey University

SOCIAL MARKETING

Janet Hoek, University of Otago

STRATEGIC MARKETING AND BRANDING

Shereze Duncan, Luleå University of Technology

SUSTAINABILITY AND THE WINDS OF CHANGE

Cornelius Moll, University of Hohenheim

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Alison	Chen	Massey University
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Esther Jaspers Massey University Charlos Jobarajakirthy Griffith University Tayla Jeffery Ehrenberg-Bass Institute for Marketing Science Yangyang Jang University of Nottingham Surej John Eastern Institute of Technology Allson Joubet The University of Cueenstand Djavlonbek Kadirov Victoria University of Wellington Veronika Kadomskaia Monash University Sommer Kapitan Auckland University of Technology Ann-marie Kennedy University of Queenstand Ann-marie Kennedy University of Queenstand Ann-marie Kennedy University of Mewcastite Joona Keranen RMIT University Alla Khan Western Sydney University Mid Iránuzzaman Khan University of Canborra Jank Khan University of Surrey Mark Kilgour The University of Walkato Jewan Kildertman University of Walkato Jungkeun	Nina M.	lversen	Bi, Norwegian Business School
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Conference Proceedings

Contents

34	Business to Business Marketing
135	Consumer Behaviour
402	Consumer Culture Theory
481	Crisis Communications in the Public Sector
490	Digital Marketing and Social Media
664	International Marketing
705	Macromarketing / Marketing & Public Policy
795	Marketing Analytics, Methods and Modelling
858	Marketing Communications
943	Marketing Education
991	Retailing and Distribution
1078	Services Marketing
1176	Social Marketing
1214	Strategic Marketing and Branding
1316	Sustainability and the Winds of Change
1384	ANZMAC-GAMMA Joint Symposium
1441	ANZMAC 2019 Posters

Business to Business Marketing

Coopetition and performance in B2B marketing

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Abstract:

Coopetition is the interplay between cooperation and competition, involving industry rivals collaborating for mutually-beneficial outcomes. Existing studies typically suggest a positive linear relationship exists between coopetition and performance, and often without testing for environmental contingencies. Utilising resource-based theory and the relational view, this current investigation tests a model examining the non-linear relationship between coopetition and company performance with the moderating role of competitive intensity. Collection of survey data took place involving a sample of 101 wine producers in New Zealand, alongside 20 follow-up interviews. The results indicated that coopetition has an inverted U-shaped relationship with company performance and competitive intensity negatively moderates that link. That is, "too little" or "too much" coopetition could be harmful for company performance. In addition, competitive intensity could de-stabilise the paradoxical forces of cooperativeness and competitiveness. This study offers a contribution to B2B theory and practice regarding the complexities of the coopetition — performance relationship.

Key words: Coopetition, Competitive-Intensity, Performance

Introduction and Research Aim

Coopetition is "a paradoxical relationship between two or more actors, regardless of whether are involved in horizontal or vertical relationships, simultaneously involved in cooperative and competitive interactions" (Bengtsson & Kock, 2014, p. 180). Since coopetition is intended to provide firms with new resources, capabilities, and opportunities that would not exist under individualistic business models, it is not surprising that a body of research exists towards understanding the performance consequences of such business-to-business (B2B) marketing strategies (Luo et al., 2007; Ritala, 2012; Crick, 2019). Researchers have largely assumed that coopetition has a positive (linear) relationship with company performance, with limited considerations towards the potential for non-linear (inverted U-shaped) effects and importantly, environmental contingencies like competitive intensity that may explain the nature of relationship (Luo et al., 2007; Crick, 2019). Furthermore, calls for research exist to explore the coopetition paradox to better-understand the benefits and drawbacks of such strategies (Raza-Ullah et al., 2014; Gnyawali et al., 2016). The aim of this paper is to evaluate the nature of the relationship between coopetition and company performance. Utilising resource-based theory and the relational view (Barney, 1991; Dyer & Singh, 1998), two research questions follow that contribute to the B2B literature concerning the benefits and drawbacks for firms engaging in coopetition strategies:

RQ1: Is there a non-linear (inverted U-shaped) relationship between coopetition and company performance?

RQ2: Does competitive intensity moderate the potentially non-linear (inverted U-shaped) relationship between coopetition and company performance?

Conceptual Model

A body of knowledge exists on the benefits of coopetition strategies, including helping organisations to survive within their sectors, creating superior value for customers, and entering international markets (Ritala, 2012; Bengtsson & Kock, 2014). To investigate the complexities of the coopetition - company performance relationship, a conceptual framework, with two research hypotheses and nine control paths, was developed.

First, it was anticipated that the link between coopetition and company performance is nonlinear (inverted U-shaped). That is, linking with resource-based theory, if businesses engage in "too little" coopetition, they risk struggling to survive within their markets, with an insufficient volume of resources and capabilities (Hannah & Eisenhardt, 2018). Yet, under the relational view, if companies engage in "too much" coopetition without formulating "quality" relationships, there could be a diminishing-returns effect on their performance, since there might be tensions between the rivals involved and diluted competitive advantages (Dyer & Singh, 1998; Luo et al., 2007).

Second, it was expected that competitive intensity could positively moderate the nonlinear (inverted U-shaped) relationship between coopetition strategies and company performance. The reason being that as markets become more competitive, there could be increased opportunities for effective forms of coopetition to occur (Crick, 2019). In competitive industries, businesses could be more selective of the rivals that they share resources and capabilities with (Felzensztein & Deans, 2013). Hence, competitive intensity could stabilise the coopetition paradox (Crick, 2019).

Third, the outcome variable (company performance) was controlled by firm size, firm age, industry experience, the facets of the entrepreneurial orientation construct (innovativeness, proactiveness, risk-taking, autonomy, and competitive aggressiveness), and degree of internationalisation, as additional factors that might explain its variance (Barney, 1991; Purani & Sahadev, 2008; Vorhies et al., 2011; Sundqvist et al., 2012).

Methodology

To test the research hypotheses and control paths, the empirical context was the New Zealand wine industry. This sector is highly cooperative and highly competitive – something that is needed to explore the coopetition paradox (Felzensztein & Deans, 2013; Crick, 2019). From a public database, survey data were collected from a sample of 101 wine producers (a 13.91% response rate), alongside 20 follow-up interviews to explore the underlying mechanisms behind the statistical results. Where possible, the operationalisations were derived from the extant literature and the statistical data passed all major assessments of reliability and validity (Bottger et al., 2017). This included checking that 101 observations formed a sufficient sample size. Several tests took place to assess the potential for common method variance, revealing no concerns (Podsakoff et al., 2003). Testing the research hypotheses and control paths was through hierarchical regression, with a focus on the final (nested) stage (Olson et al., 2005). Moreover, the analysis followed several steps to ensure that the qualitative data were credible (Andriopoulos & Slater, 2013).

Results

The statistical results indicated that coopetition has a non-linear (inverted U-shaped) relationship with company performance. Somewhat surprisingly, this link was negatively moderated by competitive intensity. The qualitative findings revealed that if organisations engage in excessive degrees of coopetition, there is a strong chance that they will lose valuable information, create tensions with their competitors, and dilute their competitive advantages. Interestingly, competitive intensity can distort the delicate balance between the paradoxical forces of cooperativeness and competitiveness that govern coopetition strategies. Thus, firms must engage in an "optimal-level" of coopetition to mitigate any harmful effects on their performance. Also, the qualitative findings highlighted that at a domestic-level, businesses might be able to simultaneously cooperate and compete. However, in an international arena, competitiveness is likely to outweigh any degree of collaboration between industry rivals, whereby, they are forced to create opportunities using their own resources and capabilities. For example, if a distributor will only select a particular brand from a certain region, the competitive aspects of coopetition are likely to be dominant.

Implications for Theory and Practice

This current paper contributes to the B2B marketing literature in several capacities. First, the coopetition paradox is evaluated in greater depth to illustrate how organisations must avoid engaging in "too little" or "too much" coopetition, as their performance could suffer (building upon Luo et al., 2007; Gnyawali et al., 2016). Second, the study provides new evidence regarding contingencies affecting the link between coopetition strategies and company performance, namely, how competitive intensity could moderate this relationship. In fact, contrary to certain existing literature, competitive intensity is an environmental force that could limit the performance-driving benefits of coopetition strategies (building on Felzensztein & Deans, 2013; Crick, 2019).

Third, support was found for linking resource-based theory with the relational view to explain the coopetition construct. That is, resource-based theory explains how firms might acquire new resources and capabilities from their competitors (see Hannah & Eisenhardt, 2018), while the relational view examines how coopetition partners need to engage in "high-quality" relationships (see Dyer & Singh, 1998). As such, these two theoretical perspectives were appropriately related to the themes of this current investigation.

Fourth, for practitioners, firms should collaborate with their rivals to acquire new

resources, capabilities, and opportunities, but owner-managers must realise that there will be a point where cooperativeness ends and rivalrous behaviours resume across product-markets. In closing, while coopetition has ample potential to be a performance-driving B2B marketing strategy, there are certain negative aspects that decision-makers must consider.

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Networks for innovation and business development

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Abstract:

Although small firms may be flexible and innovative, their business development resources are limited. One way of overcoming resource constraints is to cooperate with other firms. Governments worldwide have therefore developed numerous policy actions targeted at promoting collaborations among SMEs in the form of regional strategic networks, often including also university actors. This qualitative study reports on the outcomes of two such Swedish networks. By acting as a group under a shared name, the participating firms have been able to attract public funding that in turn has allowed for university support for their R&D work. They have thereby been able to access external expertise that otherwise would have been hard to reach. Furthermore, by interacting, sharing experiences and recommendations, they have learnt also from each other. Taken together this has changed their innovation processes and increased their ability to respond to customer demands on international markets.

Keywords: Innovation, SME, regional strategic network

Introduction and Research Aim

Small and medium sized firms (SMEs) are very important to economic and industrial systems (Simon, 2009) but typically have a very limited resource base compared to larger firms (Rogers, 1990). Their degree of in-house R&D is limited and the innovation activities tend to be informal and ad hoc (Blackburn, 2003). External knowledge is therefore a valuable contribution but may nevertheless be quite rare (Teirlinck & Spithoven, 2013).

SME's business relationships may be a path to further resources. Collaborations with nonsupply chain partners are for instance positively related to operational innovations that in turn improve financial performance (Oke & Kach, 2012). Each firm is however only aware of a limited number of other firms, having a limited "network horizon" (Holmen & Pedersen, 2003). Furthermore, only a sub-set of these firms will be considered relevant for cooperative action, thereby constituting "the network context" (Håkansson & Snehota, 1989). This restricts the likelihood that innovation opportunities can be identified and developed through interaction with other firms.

Network cooperation may emerge from the initiatives of individual business owners, but also governments worldwide have developed numerous policy actions targeted at promoting collaborations among SMEs (Lefebvre et al., 2014), often in the form of so called regional strategic networks that encourage and support firm interaction and relationship development within a specific region (Eklinder-Frick & Åge, 2017; Johanson & Lundberg, 2011). Regional strategic networks often have administrative, regional boarders for practical and financial reasons (Johanson & Lundberg, 2011). By introducing the SMEs to other firms and actors, such as universities, their network diversity will increase, which may enhance their learning ability and increase the number of innovation opportunities. There is however a lack of research on such initiatives. The aim of this qualitative study is to describe and analyze the outcomes of two innovation-oriented Swedish regional strategic networks.

Background

As small firms have limited resources to spare for relationship development, their network horizons and contexts tend to be very limited as well. Unless the actors included in a firm's network horizon provide a relevant mix of joining, relating and insulating functions (Holmen & Pedersen, 2003), the composition will restrict the likelihood that innovation opportunities can be identified and developed through interaction with other firms.

Regional strategic networks may play a crucial role in changing and shaping relationships among SMEs by encouraging network ties development, bridging distance between parties and providing SMEs with dedicated funds or competences. It may also be a way to attract public funding, which often cannot support individual firms but is accessible by a group of firms (Johanson & Lundberg, 2011).

Methodology

The study in on-going but some preliminary findings are based on 14 semi-structured interviews with coordinators, participants and university representatives of two regional strategic networks. The majority of firms have between 20 and 60 employees and are active on several international markets. The interviews lasted between 30-60 minutes and have been fully transcribed. The coding process was abductive (Dubois & Gadde, 2002), focusing on identifying similarities but also differences.

Results and Contributions

By acting as a network under a shared name, each regional strategic network has been able to attract public funding that in turn has allowed for university support for their R&D work – mainly using digital ways of interacting. In this way, they have been able to access external expertise that otherwise would have been hard to find. In addition, they have been able to learn from each other. As a result, many have developed ways of addressing innovation opportunities and challenges that otherwise would not have been possible. For example, one informant explained that they would not have thought about some of the ways of working that were suggested by the university representatives – but now they were eager to learn. Several informants also stressed the open and helpful atmosphere among the firm representatives, for example "joint problem solving is often the case during our meetings".

Public funding of R&D included requirements that the firms deal with aspects such as equality and environmental issues in a structured way. This turned out to be appreciated by all informants: "It's good to address this in a systematic way"; "Nice to be in the frontline", are two examples of their descriptions.

Implications for theory and practice

The findings' theoretical contributions lie in their illustration of how university – SME interaction in the form of regional strategic networks may benefit established SMEs that are active on international markets and need to keep-up with global competition, and how digital solutions may play an important part. Previous studies have shown that for SMEs there is a strong positive relationship between exporting and growth as well as between exporting and innovation activity (Golovko & Valentini, 2011). The findings of this study contribute by pointing at ways to support innovation activity among SMEs.

This way of organizing R&D support using the platform provided by regional strategic networks including universities also holds important practical implications both for support agencies and firm managers. Not the least by pointing at the possibilities for digital interaction with individuals with specific competences.

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Anthropomorphized brand role in international B2B context

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Abstract:

The shift from seller centrism towards stakeholder engagement imposes a branding challenge for internationalizing industrial suppliers related to articulation of what they essentially are as relationship counterparts. The aim of our conceptual work is extending B2B branding theory towards the concept of anthropomorphized brand role defined by us as a relationship appeal of suppliers to organizational customers. The existing research does not shed light on the question of the rigor and strategic importance of industrial brand concepts with relationship meaning. We inquire about fulfilling the gap by investigating anthropomorphized brand roles of industrial brands as such concepts. The actionable essence of anthropomorphized brand role makes it especially relevant for B2B context where it can be implemented within employee-customer interactions with proposed effect on brand trust and subsequent effect on customer relationship performance. We also propose several dyad-level factors to influence brand role implementation in international context.

Keywords: industrial brand concept, B2B branding, B2B relationship

Introduction

In the last two decades the attention of business science has been drawn to a global shift from seller and product centrism towards increased stakeholder engagement (Ostrom et al., 2015; Vendrell-Herrero et al., 2017). In this respect, B2B marketing research is keeping in sight the interdependency between value chain actors (e.g. Gummesson and Polese, 2009). The B2B branding task emerging within this changing paradigm and yet bypassed by academic researchers is the need of internationalizing suppliers for confident articulation of what they are as relationship counterparts and what kind of integration into customer's business they are intended at. The aim of our conceptual work addressing this challenge is to extend B2B branding theory towards the concept of anthropomorphized brand role by highlighting its relationship meaning and strategic relevance. Our research question is focused on how anthropomorphized brand role associations influence organizational customer and eventually impact customer relationship performance of a supplier acting in international markets.

Theoretical Landscape and Positioning

Brand concept is a generic firm-developed and customer-perceived brand meaning limited with internal and external marketing settings (Park et al., 1986). Anthropomorphized brand concepts appeal to customers' minds by symbolizing worthiness through brand- or brand-customer-self reference to a group, role, values or personality image (Helgeson and Supphellen, 2004; Park et al., 1986; Torelli et al., 2012). Industrial brands have been investigated from the point of view of anthropomorphized associations' clusters, i.e. the concepts of brand personalities (Herbst and Merz, 2011) and brand values (He et al., 2018). Organizational stakeholders have been found to experience relationships with and emotional attachment to suppliers' brands (Lawrence and Kaufmann, 2018; Pedeliento et al., 2016). The existing research, however, does not shed light on the question of distinction, rigor and effects of actionable industrial brand concepts with relationship meaning in the core. In our work we suggest fulfilling this gap by investigating the concept of anthropomorphized brand role (ABR) with regards to industrial brand associations and B2B branding context. ABR is a humanlike role attributed to a brand and implying certain relationship pattern or hierarchy (Aggarwal and McGill, 2011; Kim and Kramer, 2015). It originates in B2C branding research: e.g. rigorous brand roles such as "brandas-servant" and "brand-as-partner" have been identified and investigated by Aggarwal and McGill (2011) and Kim and Kramer (2015). Promoting the idea that ABR is more concrete and actionable than other anthropomorphized brand concepts found relevant in B2B context (see Table 1), we hypothesize it to generate value while being linked with customer relationship performance and matching with essentially interactive nature of B2B brand communication.

	PHENOMENON		
	Existence of customer-brand relationships	Brands as highly abstract or mainly visuals-based concepts implying humanlike attributes	Brand as behavior-based concept implying humanlike attributes and embedding relationship patterns
B2C branding	Batra et al., 2012; Sweeney and Chew, 2002	Personality: Aaker, 1997; Freling et al., 2011; Values: Torelli et al., 2012	Role: Aggarwal and McGill, 2011; 2012; Kim and Kramer, 2015
B2B branding	Lawrence and Kaufmann, 2018; Pedeliento et al., 2016	Personality: Herbst and Merz, 2011; Veloutsou and Taylor, 2012. <i>Values:</i> He et al., 2018	OUR INQUIRY

Table 1. Research Positioning

Conceptual Model

Figure 1 presents our conceptual model and five hypotheses (H1-5) assigned to boost further investigation of industrial ABR. We propose ABR to be perceived and interpreted by customers as supplier's relationship appeal. Following the scale of Freling et al. (2011) for brand personality, we propose to measure the appeal as clarity, favorability and originality of customers' perception of it. We expect ABR perception to affect industrial brand trust, reflecting customers' belief about brand's reliability and intentions (Delgado-Ballester and Munuera-Alemán, 2001). We expect brand trust to predict customer relationship performance (CRP) which is supplier's ability to acquire, satisfy and retain loyal customers (Rapp et al., 2010). We propose the dyad-level factors (interfirm relationship orientation congruence, interfirm brand values congruence and cultural distance) to support (+) or constrain (-) ABR implementation in international context.

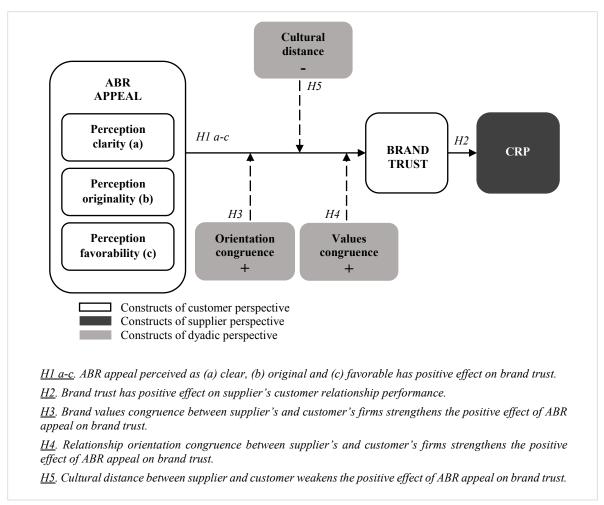


Figure 1. ABR Implementation Effects and Circumstances

Research and Managerial Implications

We provide the avenues for investigating ABR which is a non-explored concept of industrial brand aggregating the associations with relationship meaning. Spreading beyond unanimated aspects of the offering, ABR refers to the image of a relationship counterpart ready to be integrated into customer's business. A behavior-based ABR can be implemented within interactive promotion encounters inherent in B2B context. We highlight managerial importance of ABR's rigorous shaping with consideration of customer's culture and strategic outlook.

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Customers' adoption of B2B sales automation tools

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Abstract:

Digitalisation and sales automation tools change both buying and sales processes. This has a variety of implications for business-to-business (B2B) marketing. In this study, we focus on the sales configurators in the B2B supply chain and concentrate on the customers' perspectives on the adoption of those tools. We develop and test a structural equation model to study the adoption of sales automation tools. In the analysis, we examine 115 responses from B2B customers. Our research offers useful knowledge about how customers can use digital sales technologies for improved effectiveness and perceived value. The results demonstrate that system adaptability and ease of use contribute strongly to the perceived effectiveness, and, eventually, to the perceived usefulness. An important outcome of the study is that perceived enjoyment was found to have the most significant effect on customers' perceived usefulness of sales configurators.

Keywords: business-to-business marketing, supply chain management, digitalisation.

Introduction and Research Aim

Sales force automation (SFA) and related digital sales tools are increasingly relevant for business-to-business companies aiming for customer value creation and organizational efficiencies (Holloway, Deitz, & Hansen, 2013; Homburg, Wieseke, & Kuehnl, 2010; Hunter & Panagopoulos, 2015; Jelinek, 2013). Majority of previous research focus on SFA from the perspective of the selling organization.

Digital sales tools can, however, profoundly change the dynamics and work division, and power relations, between the selling and buying organizations (Hunter & Panagopoulos, 2015; Lilien, 2016; Storbacka, Ryals, Davies, & Nenonen, 2009). For instance, most of the simple sales tasks, such as "explaining" and "order taking", become obsolete, as e-commerce takes over order taking, and marketing automation takes over explaining (Storbacka & Cornell, 2016; Wiersema, 2013). For such development to take place, buyers must start using digital tools developed or adopted by the selling organization. It is, from this point of view, surprising that the literature is largely silent about the customer perspective on SFA. A key digital tool that can be used by the buying organization is product and sales configurators (Trentin, Perin, & Forza, 2013). A sales configurator – essentially a digital tool that is responsible for guiding the user through a service or product configuration process (Rogoll & Piller, 2004), - can be defined as "knowledge-based software applications that support a potential customer [...] in completely and correctly specifying a product solution within a company's product offer" (Trentin, Perin, & Forza, 2014, p. 694).

The usefulness of sales configurators can be investigated both from the sellers' and buyers' perspective (Buttle et al., 2006). However, there are only a handful of studies that focus on user or buyer perceptions of sales configurators (Agarwal & Prasad, 1998; Keil et al., 1995; Trentin et al., 2014). Moreover, none of the studies have focused specifically on the antecedents driving customer acceptance of configurators: how ready they are to start using these tools.

The aim of this study is:

To investigates the antecedents of users' acceptance of sales configurators designed for customer use.

Background and Conceptual Model

For the purposes of our investigation, we build on the technology acceptance model of Davies et al. (1989) and integrate recent research on technology acceptance, sales force automation and digitalisation. We focus on identifying the antecedents of perceived usefulness of sales configurators and hypothesize how various antecedents are related.

Methodology

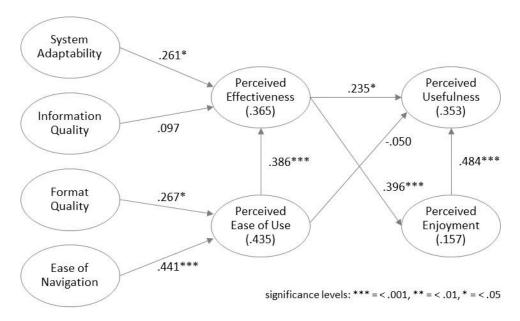
We develop and test a structural equation model using partial least squares structural equation modelling (PLS-SEM). The measurement model was assessed by testing reliability, convergent validity, and discriminant validity. The validity of the measurement model was confirmed.

For the sample, distributor companies were targeted. From the sampling frame, we randomly selected 630 companies from different industries. These companies were contacted by phone to identify the most relevant informant. We then contacted the informants identified and inquired about their willingness to participate in the research. Of the 342 distributor representatives who indicated their willingness to respond, 152 eventually did so. Of the 152 responses, 37 were removed from the final data set, because the respondents gave incomplete answers, used repetitive patterns, or answered too quickly. Thus, 115 responses were analysed.

Results and/or Discussion and Contributions

The quality of the path-model was evaluated through criteria used for PLS models: R-square statistics, path coefficients, p-values, effect sizes, and SRMR. Figure 1. exhibits that all paths in the model were statistically significant, except for the two paths from perceived ease of use to perceived usefulness and from information quality to perceived effectiveness. It is worth noting that the p-value for the latter path was .052, which is close to the .05 significance limit. R-square statistics ranged from .157 to .436. The explained variances averaged .328, which can be considered adequate. Analysis of the effect size (f square) shows that all constructs had a medium effect on their endogenous constructs except the "information quality" construct, which fell under the small limit of .02. Finally, the SRMR statistic for the model was .075. Based on the assessment, the quality of the structural model can be assessed as good.

Figure 1. Structural equation model.



Our research contributes to b2b-marketing literature in three ways. First, our research is the first to examine SFA comprehensively from a customer perspective. The results illustrate how SFA usefulness can be realized from the customer's point of view and how suppliers can use configurators to help customers achieve efficiency in their buying process, without negative cost and quality implications driven by customer-induced variability. Second, our research focuses on often-neglected system-level features and their relationships with the adoption of SFA technology. Ease of navigation, the visualization of information, system adaptability, and information quality are all relevant but frequently dismissed aspects in SFA acceptance literature. Third, the results highlight the central role of perceived enjoyment in customers' adoption of SFA tools. Customers seem to expect that using configurator systems would be perceived as enjoyable and interesting.

Implications for Theory and Practice

The findings in this research suggest a need to consider intrinsic, hedonistic aspects in the development of industrial customer relationships, which supports Hadjikhani and LaPlaca's (2013) argument, that industrial marketing needs to incorporate new (consumer) marketing theories to be able to fully describe the current developments. In addition, our findings offer significant managerial insights for development of sales processes and related tools, and for redefining the task of a sales person.

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Digital dynamic managerial capabilities in B2B selling: A framework

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Abstract:

Despite an increased understanding of changing customer behavior, digitalization and requirements for more digitalized buying opportunities, the use of new technologies in business- to-business (B2B) selling is in an early stage among small- and medium-sized enterprises. In order to assist managers in these enterprises to enact a digital transformation, this conceptual paper draws analytical insights from various streams of literature (B2B selling and sales management, dynamic managerial capabilities, digital transformation, and ecosystems) and develops a framework of digital dynamic managerial capabilities (DDMCs) in transforming B2B selling. The paper contributes to the sales management literature by establishing a new understanding of the managers' dynamic capabilities in relation to digital transformation occurring around the B2B- selling processes. The paper conceptually develops a framework of DDMCs as a means to address current digital transformation in B2B selling. The paper offers insights to managers on how to identify their dynamic capabilities needed for digital transformation.

Keywords: Dynamic managerial capability, B2B selling, digital transformation

Introduction and Research Aim

This paper conceptually addresses digital transformation in business-to-business (B2B) selling. B2B selling – defined as consultative, relational, and transformative processes occurring between customers and sales organizations often including interactions, transactions, and exchanges of products, information, and services (Cuevas, 2018; Moncrief, 2017) - is undergoing a major change. Traditional ways to organize and manage B2B selling are being transformed into new forms that are enabled by advanced technologies (e.g. artificial intelligence, robotics, and machine learning) elongating and bridging organizational walls and boundaries (Svam & Sharma, 2018). Furthermore, the landscape of B2B is facing an increasing complexity further complicating the selling processes: the shift towards multi-actor ecosystems (Aarikka-Stenroos & Ritala, 2017). Driven by digitalization, various platforms and technological frameworks are also included in the ecosystem (Gawer & Cusumano, 2014).

Previous studies regarding digitalization and B2B selling have focused on personal selling (e.g. Syam & Sharma, 2018), selling work (e.g. Moncrief, 2017), and selling tools such as social media (e.g. Marshall, Moncrief, Rudd, & Lee, 2012; Trainor, Andzulis, Rapp, & Agnihotri, 2014), rather than scrutinizing the issue on a more strategic level. Most of the studies have also been conducted in the U.S. context and among large or multinational companies (as an exception, see Bocconcelli, Cioppi, & Pagano, 2017) that provides a limited sense for how small and medium-sized enterprises (SMEs) in other developed countries, such as in Finland, are to adopt and use advanced technologies in their selling processes. More knowledge is needed on the capability requirements of B2B sales management in the digital and ecosystem era. Therefore, this conceptual paper focuses on managers' dynamic capabilities (DMCs) (Adner & Helfat, 2003) in enacting digital transformation. We adopt the managerial level, because individual managers or executives typically play a critical role in transforming an SME.

The aim of this paper is:

To characterize and categorize digital dynamic managerial capabilities (DDMCs) that are needed in addressing major changes brought by digitalization to B2B selling.

We address one research question in line with this aim:

RQ1: What are the DDMCs required to transform B2B selling?

Conceptual Model

The paper introduces a framework of DDMCs in transforming B2B selling. The framework connects digital capabilities, i.e. firm-specific routines (Teece, 2014) that deploy digital resources (Bharadwaj, El Sawy, Pavlou, & Venkatraman, 2013) in B2B selling, with the DMCs, which place focus on the actions of managers and involves three interconnected managerial resources (managerial human capital, social capital, and cognition) (Adner & Helfat, 2003). The framework also acknowledges the ecosystemic context of contemporary B2B selling and utilizes the dynamic capabilities' classification of Teece (2007), which addresses the processual aspects of dynamic capabilities: sensing, seizing, and transforming. DDMCs denote the DMCs to build, mobilize, and deploy digital capabilities for supporting contemporary selling processes and sales management, further enacting digital transformation in the SME context.

First, digital human capital directs attention to managers' personal and professional experiences regarding advanced technologies, their capabilities to seize signals from the firm's ecosystem, and ability to adopt, use, and assess various digital selling technologies. Warner and Wäger (2019) have pinpointed that managers' prior experiences of digital transformation projects provide crucial standpoints for building dynamic capabilities for digital transformation. We follow this observation and suggest that the experiences of managers also play an important role in how SMEs can sense and transform digital resources and capabilities. The value of these experiences should not be underestimated. Investments in digital selling tools and technologies alone do not guarantee better performance in sales (Rodrigues, Ajjan, & Peterson, 2016).

Second, *digital social capital* emphasizes managers' capabilities to identify external resources and ecosystem relationships, motivate them to share insights and knowledge, and spot the value of various digital selling technologies and tools. Managers also need to seize the opportunities (and deal with threats) provided by the aforementioned issues. Thus, digital social capital also enables managers to utilize digital resources and capabilities provided by the ecosystem relationships and advanced technologies in the business for building new business models (Muzellec, Ronteau, & Lambkin, 2015). Further, these capabilities can enable, for example, linking the external digital resources with internal ones and orchestrating the dispersed B2B selling/sales processes in the ecosystem.

Third, digital managerial cognitive capabilities concern capabilities that managers utilize when searching for analogous examples from previous digital projects, learning new related issues, and sensing novel opportunities brought by emerging digital selling technologies. They also involve the ability to act on novel digital business opportunities and threats (Xu, Frankwick, & Ramirez, 2016). Managerial cognition has an influence on developing new capabilities, including technical ones (Tripsas & Gavetti, 2000), and on how quickly companies adopt new product technologies (Eggers & Kaplan, 2009). Further, attention to emerging technologies correlates with investments in those technologies (Kaplan, 2008), while attention to existing technologies is associated with slower progress (Eggers & Kaplan, 2009).

Discussion and Contributions

This conceptual paper develops the framework of DDMCs, which captures and integrates management capabilities that become relevant in the digital and ecosystem era. We propose that, in addition to technological training, managerial skills and experience (human capital), managers and executives in the SMEs would benefit from considering social and networking skills (social capital) as well as creative thinking that embraces the digital mindset (managerial cognition).

Implications for Theory and Practice

This paper contributes to sales management literature by providing a strategy-laden framework. The framework acknowledges the dynamic capabilities of managers to build, mobilize, and deploy digital capabilities for supporting B2B selling processes and sales management – a key first step in enabling digital transformation in the SMEs. The paper offers insights for individual sales managers and CEOs how they can, through either digital human capital, social capital, or managerial cognitive capabilities, constantly act to frame, create, implement, and transform selling activities and processes so as their firms remain competitive in an emerging digital business economy.

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How salespersons' political skill facilitates internal support

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Abstract:

As customer demands in complex business-to-business environments often exceed a single salesperson's capacities, the ability to mobilize internal support has become a crucial requirement of the sales job. Although past research has pointed to the need for salespeople to gain internal support from co-workers, research related to this issue is scarce. Addressing this research gap, we apply social exchange theory to explore the role of salespersons' political skill in gaining support from fellow workers. Based on the results of a survey of 156 business-to-business salespeople, we not only find strong evidence for a positive link between salespersons' political skill and the level of support salespersons receive from co-workers, but also identify salespersons' internal relationship orientation to be a mediator in this relationship. Our results suggest that politically skilled salespersons receive higher levels of internal support due to their inclination to build and maintain high quality relationships with co-workers.

Keywords: Salespersons' Internal Support, Political Skill, Social Exchange Theory

Introduction and Research Aim

To deliver superior customer value companies need to ensure effective cooperation across different functions within the organization (Narver & Slater, 1990). Active cooperation between different functional areas within a company supports the flow of customer intelligence and increases the capability to meet customers' requirements and deliver customer value (Jaworski & Kohli, 1993). As research has found salespeople to be crucial for managing customer value (Blocker et al., 2012), past research has started to recognize the important role of the sales function as a coordinating instance for the integration of cross-functional processes and resources (Storbacka et al., 2009). Consequently, research and practice alike, have started to consider salespeople to be in a key position to act as mobilizers, coordinators and integrators of a company's internal resources (Bradford et al., 2010; Ustuner & Godes, 2006). By cooperating with employees in other functions, salespeople compile and combine knowledge and resources to solve complex customer problems (Steward et al., 2010).

Operating at the boundary of their company by managing customers, salespeople are responsible for creating and sustaining customer value. In their role as value creators, salespersons are not solely selling products, but help customers to create value from bundles of resources that their company can provide (Blocker et al., 2012). However, customer problems are often complex and salespeople do not possess all competencies and do not control all resources necessary to deliver a solution independently. To be effective, salespeople must therefore leverage and marshal their company's internal resources to provide solutions that fit customers' individual needs. From this perspective, selling is often not an individual activity but a collective task that requires the engagement of a group of employees (Cespedes et al., 1989). Thus, the success of salespeople depends to a large extend on the inputs and support they receive from inside their company (Weitz & Bradford 1999; Bradford et al., 2010).

In this vein, empirical research points to the need for salespeople to navigate through the social fabric of their companies (Plouffe & Barclay, 2007), to mobilize and coordinate co-workers during pending sales transactions (Steward et al., 2010) and to connect to co-workers to gain access to internal resources (Bolander et al., 2015). Although research into the 'intraorganizational dimension of the sales role' (Plouffe, 2018) has obviously started to develop, research on the question what skills salespeople need and what behavioural interventions salespersons must make to receive active support from co-workers during pending sales transactions is scarce (Plouffe, 2018). Given the fact that salespeople often need to gain support from co-workers without having formal authority over them (Weitz & Bradford, 1999), this lack of research is surprising.

We address this issue by exploring the role of salespersons' political skill (PS) (Ferris et al., 2005) in this context. Although past research has found PS to be beneficial for developing social ties at work (Bolander et al., 2015), its impact on the level of internal support (IS) salespersons' receive from co-workers is still unclear. Therefore, our study's aim is:

To explore the effect of salespersons' political skill on the internal support salespersons receive from co-workers during pending sales transactions as well as the underlying mechanism in this relationship.

Complementing existing literature, we address two research questions in line with this aim:

- RQ1: Does salespersons' political skill impact the level of internal support salespersons receive from their co-workers?
- **RQ2:** How (i.e. through what mechanism) does political skill affect the level of internal support?

Conceptual Model

Most of the existing research on internal cooperation between sales and other functions has studied this phenomenon on an organizational level (e.g. Ernst et al., 2010). From an organizational point of view inter-functional cooperation comprises first, a positive attitude of employees from different departments towards working together (Kahn, 1996) and second, behaviours that arise from this affective state, such as interactions and information sharing that happen between employees from different functions (Song et al.,1997).

This study, instead, is looking at internal cooperation from a micro-level perspective. With regard to the growing interest in the support salespersons receive from inside their companies to fulfil their daily tasks (Plouffe, 2018), we look at internal cooperation from the individual salespersons' point of view and define IS as the co-workers' willingness and actual efforts to provide a salesperson with supportive resources which are under the co-workers' control. In this context, sales research (Stan et al., 2012) as well as the broader organizational research (Mathieu et al., 2019) differentiate between two forms of support a salesperson can receive from inside the company, namely: social/psychological and instrumental support. Whereas social/psychological support from co-workers provides salespeople with socioemotional resources (Mathieu et al., 2019), instrumental support provides task-related resources such as task instructions and task assistance (Deelstra et al., 2003). In this study, we are interested in the support salespeople receive to effectively fulfil their daily sales related tasks to close pending sales transactions. We therefore refer to the category of instrumental support that comprises task related resources that co-workers devote to salespeople, such as skills, knowledge, time and information.

Since instrumental support from co-workers has been considered to be important in today's complex and demanding sales environments (Bradford et al., 2010; Weitz & Bradford, 1999; Plouffe & Grégorie, 2011; Plouffe & Barclay, 2007), it is important to uncover, how task related support comes about and what factors can explain differences in the level of support salespeople receive from co-workers. To understand how IS arises in interpersonal relationships in work related contexts, particularly in the sales field, we build on social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005). Social exchange theory (SET) posits that interpersonal relationships can be understood as a series of interpersonal interactions that generate obligations through an ongoing exchange of resources between persons (Emerson, 1976). Central to SET is the norm of reciprocity, which suggests that a person's feelings of being treated favourably in a social exchange with another person will lead to felt obligation to repay this person for the favourable treatment (Gouldner, 1960). Through their ongoing interactions and resource exchanges persons involved in social exchanges "develop trusting, loyal, and mutual commitments" (Cropanzano & Mitchell, 2005, p. 875), or, in other words, high-quality relationships. Although literature has not paid much attention to social exchanges among coworkers (Golden & Veiga, 2018), the limited past research has found that co-workers, in fact, can develop high-quality relationships through their constant interactions at work (Sherony & Green, 2002), which serve as an important source of support to manage day-to-day tasks (Golden & Veiga, 2018). Especially feelings of trust, which are an important component of a high-quality relationship, have found to predict the support co-workers provide to each other (Halbesleben & Wheeler, 2015). In conclusion, the ongoing exchange of valued resources promotes high-quality relationships, which in turn alter the nature of interactions in a way that the quality of a relationship between co-workers reinforces reciprocal behaviours due to felt obligations in the relationship (Cropanzano & Mitchell, 2005). Applying this reasoning to our context, we understand IS in terms of co-workers' reciprocal behaviours towards a salesperson that arise from a good relationship with this salesperson. According to SET, high-quality relationships between a salesperson and his or her co-workers', that arise from ongoing interactions at the workplace should enhance co-workers' willingness and efforts in supporting the salesperson during pending sales transactions.

Following the key assumptions of SET, high-quality relationships can only develop if interacting persons devote active engagement and investments towards building and maintaining strong social bonds. We therefore expect salespersons' attitude and behavioural orientation towards relationship building to be a crucial precondition of high-quality relationships with co-workers. Research in the area of salesperson-customer interactions reveals that salespersons differ in their behavioural inclination to build and maintain strong relationships with external partners (Palmatier et al., 2008). Palmatier and colleagues (2008) point out, that salespersons' that aim at building strong relationships with customers deliberately focus their attention on relationship building activities and devote time, effort and investments to their relationships with customers. Since research has found that salespeople not only work on external relationships, but also actively manage their internal relationships they have with fellow workers (Plouffe et al., 2016), we turn to salesperson-co-worker relationships and expect this finding to be also applicable to internal work relationships. We therefore define salespersons' internal relationship orientation (SIRO) as salespersons' general orientation towards relationship building with co-workers. SIRO is characterized by salespersons' awareness of the importance of high-quality relationships with co-workers as well as the actual interpersonal behaviours that aim at creating good and long-lasting relationships with coworkers. Thus, the construct comprises an attitudinal and behavioural dimension of salespersons' orientation towards building internal relationships with co-workers. SIRO is therefore different to other concepts that have mainly focussed on salespersons' internal coordination efforts, such as 'salesperson navigation' (Plouffe & Barclay, 2007) or salespersons' internal influence tactics (Plouffe et al., 2016). The concept is also different to boundary-spanning (Tushman & Scanlan, 1981). Even though SIRO and boundary spanning are slightly overlapping concepts, SIRO is more specific than boundary spanning. Whereas boundary spanning comprises a broad set of activities aiming at enabling communication flows across internal and external boundaries, SIRO specifically focusses salespersons' behaviours that foster relationships with fellow workers. At its core SIRO reflects the sum of salespersons' relationship investments that will indirectly enhance co-workers' willingness to provide supportive resources to the salesperson through higher levels of perceived relationship quality from the co-workers' perspective. Thus, we expect SIRO to be a key driver for higher levels of IS salespersons receive from their co-workers.

To understand what individual factors may determine a salespersons' orientation towards internal relationship building, we look at PS. PS is a multifaceted social competency that refers to an individual's ability to understand and interpret social environments at work and use this knowledge to influence others to reach personal and organizational goals (Ferris et al., 2005). The construct consists of four dimensions and reflects a person's ability to understand social environments and interactions (social astuteness), to exert interpersonal influence in adaptive ways (interpersonal influence), to build strong relationships and networks (networking ability), and to appear as honest and sincere (apparent sincerity) (Ferris et al., 2007). Due to the nature of PS, politically skilled salespersons are typically well connected within their company's social networks and have rich social ties within their company, which help them to gain access to valuable internal resources (Bolander et al., 2015). In combination with their sensing abilities politically skilled workers not only 'get close' to potentially important resources, but also have the ability to recognize beneficial opportunities (Wihler et al., 2017) that arise from the resources embedded in their social surroundings. Salespersons high in PS should therefore have an enhanced awareness for the availability and value of intraorganizational resources, thereby being motivated to work on relationships to gain access to these resources. Because of their social astuteness, politically skilled salespeople should furthermore understand the importance of internal cooperation and the beneficial effects of working closely together with co-workers to successfully provide customer solutions. Moreover, through their ability to exert influence in social interactions and through their sincere appearance (Ferris et al., 2007) politically skilled salespersons possess the interpersonal flexibility that is necessary to deal with the varying requirements and styles of interaction when building and maintaining relationships with multiple co-workers. Salespeople equipped with PS should be particularly talented to perform pleasant and smooth exchanges, which heightens salespersons' readiness for interacting with co-workers. In short, salespersons high in PS are expected to be first, aware of the importance of good co-worker relationships and second, skilled communicators, which together motivates them to interact with co-workers and eases interpersonal exchanges. Thus, we suggest a positive link from PS to SIRO. Taken together our reasoning on IS, SIRO and PS, we hypothesize:

Hypothesis: Salespersons' internal relationship orientation (SIRO) mediates the positive relationship between salespersons' political skill (PS) and the internal support salespersons receive from co-workers (IS).

Methodology

To investigate the proposed mediation model that suggests SIRO as the mediating mechanism in the relationship between PS and IS we obtained data via an online survey distributed to business-to-business salespeople through a social business network. Of the 178 returned questionnaires, we removed 22 questionnaires that had incomplete data. The remaining 156 complete questionnaires were used to test the hypothesis of this study. The respondents (91,7 % were male) have worked with their current company for an average of 5 years, averaged 41 years of age and had a selling experience averaged 12 years. The participants had to answer questions regarding their political skill, internal relationship orientation and their perceived level of internal support they receive from co-workers to fulfil their sales duties. To measure the constructs in this study we used existing scales and slightly adapted them to fit the study's context. Political skill was measured with the 18-item Political Skill Inventory from Ferris et al. (2005). Interpersonal support was measured with the co-worker support scale from Susskind et al. (2003) and one item from Plouffe & Grégoire (2011) ('I get the assistance of key others that I need when coordinating the details of my transactions'). Since no existing scale was available to measure SIRO, we conducted a comprehensive literature review to identify measures that reflect the nature of our SIRO construct. As a result of this, we identified three items from Menguc et al. (2011) that fit our concept of SIRO. The items we used to measure SIRO were: 'Maintaining good relationships with other employees is important to me', 'I regularly communicate with other employees', 'I have very close working relationships with other employees'. The items in this study were measured with seven-point rating scales. All measures exhibit convergent validity and exceed the critical thresholds of alpha, AVE and CR. The Fornell-Larcker criterion of discriminant validity is satisfied.

As all data have been obtained from a single source (salespersons), common method bias (CMB) could be a potential thread to our work. To reduce the risk that our results are impaired by CMB, our respondents did not receive any critical information on the object of the survey. Moreover, we assured our participants that all information they provide will be collected and processed anonymously. Additionally, we performed a Harman's single-factor test to check for CMB (Podsakoff et al., 2003). A single factor did not emerge and the first factor from the

exploratory factor analysis explained 30,6% of the variance. This indicates that CMB is unlikely to be a problem in our study.

Results and Discussion

We applied a bootstrap approach (Hayes, 2018) to test our mediation hypothesis, because this procedure allows for the explicit estimation of the indirect effect in our model. Results from the mediation analysis with PROCESS (Hayes, 2018) show that salespersons' PS positively affects SIRO (b=.77, p<.001) and further reveal a positive effect of SIRO on IS (b=.85, p<.001). Moreover, the mediation analysis provides evidence for an indirect effect from PS to IS through SIRO (b=.66, LLCI: .4198, ULCI: .8519). However, the direct effect of PS on IS is not significant (b=-.12, p=.404). The results suggest strong support for our hypothesis.

Concluding, the results of our study complement existing research by broadening and deepening the knowledge regarding the positive effects of PS in a sales context. By establishing an indirect link from PS to IS through SIRO, our study shows PS' positive influence on IS and confirms that this effect is translated by SIRO. Showing that PS positively affects IS (RQ1) through the mediating effect of SIRO (RQ2), we could thereby answer our research questions. However, this study has also limitations. First, all of the data have been collected from a single source, making our study vulnerable to CMB. Even though, we took actions to reduce the risk of CMB we cannot completely exclude the risk of its negative influence. Second, although we derived our conceptual model from theory, the nature of our study was cross-sectional, why causal inferences should be made with caution. Future studies can build on our model and introduce moderating variables (e.g. task interdependence, level of customization) as well as boundary conditions (e.g. industry) and investigate the importance of context variables to deepen the understanding on the impact of PS on IS. Furthermore, the performance implications of IS should be explored. Although, service research provides evidence for the positive impact of IS on the level of customer satisfaction (Susskind et al. 2003), performance implications in a sales context have still to be investigated.

Implications for Theory and Practice

Our study's results reveal the crucial role of salespersons' political skill for leveraging internal support from co-workers as well as an important underlying mechanism in this relationship. From a theoretical standpoint, we thereby not only contribute to research on salespersons' internal working relationships (Plouffe, 2018), but also add to the limited research on social exchanges between co-workers in general. Even though, theory and literature on SET provide us with an excellent conceptual understanding of how relationships form and how interpersonal support comes about, empirical research on relationship formation and interpersonal support in co-worker contexts is scarce (Golden & Veiga, 2018; Halbesleben & Wheeler, 2015). From a managerial point of view, the results of our study propose to consider salespersons' relationships beyond customer-salesperson interactions. Past research points out the importance for internal relationships and interactions between salespeople and co-workers, because being connected internally helps salespeople to receive the resources and assistance required to fulfil demanding customer needs (e. g. Bolander et al., 2015; Plouffe & Barclay, 2007; Plouffe et al., 2016). We found PS to be important for relationship building and internal support, and suggest the implementation of political skill-training programs to be a promising approach for enhancing the internal cooperation between sales and other functions in practice. To provide managers with a deeper understanding about how salespeople effectively manage internal relationships, future research should move beyond the research directions mentioned above and explore the behavioural profiles of politically skilled salespeople to learn more about the nature of the internal relationship building-practices salespeople apply on a day-to-day basis.

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Self-efficacy and performance: When confidence becomes negative

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Abstract:

Current sales research finds self-efficacy to be positively related to performance, with sales managers subsequently being recommended to engage in efficacy-enhancing activities. However, this research only examines inter-individual differences in salesperson levels of self-efficacy (between-person), not examining change (within-person). Within-person and between-person relationships are not always consistent, and wider research demonstrates that, when self-efficacy increases, it can negatively influence subsequent effort allocation and performance. A repeated-measures study is conducted, with a longitudinal moderated-mediation model finding B2B salespeople who experience increases in self-efficacy to reduce their subsequent effort and salesperson performance. Consequently, current practical implications regarding self-efficacy and its relationship with sales performance seem to be inaccurate. Implications for sales authors and practitioners are discussed, with this paper arguing that sales researchers must begin to conduct within-person research, since many existing B2B theories may be challenged as a result.

Keywords: Self-efficacy; Sales performance; Within-person analysis

Introduction

Many B2B studies marketing studies examine variables as stable trait-like constructs. despite being known to be dynamic phenomena that vary over time. To examine dynamic phenomena, one must examine not only between-person relationships between constructs, but also the within-person relationships. The present research uses self-efficacy, a construct examined in many contexts, including B2B sales and marketing, to demonstrate why B2B marketing research must begin to examine within-person relationships. At the same time, the present research extends self-efficacy theory, providing new knowledge regarding how changes in self-efficacy influence effort and salesperson performance over time.

"Training programs that enhance self-efficacy should be beneficial to the firm's long- run profitability" (Krishnan, Netemeyer, & Boles, 2002). Self-efficacy is rooted in social cognitive theory (SCT), and is seen as one of the most important drivers of salesperson performance (Fournier et al., 2010). However, since within-person implications cannot be assumed by examining between-person relationships (Molenaar & Campbell, 2009), the claim made by Krishnan et al. (2002), amongst others, is a result of research that can inadequately make such a claim. Therefore, the blanket recommendations sales authors provide regarding the benefits of self-efficacy may be incorrect. Thus, sales researchers may be overlooking the causal mechanisms by which self-efficacy influences performance.

Conceptual background

Sales research consistently finds higher efficacious salespeople to demonstrate higher sales performance (e.g. Pettijohn, Schaefer, & Burnett, 2014; Gupta et al., 2013), with effort allocation the primary mechanism by which this effect occurs (Krishnan, Netemeyer, & Boles 2002). The self-efficacy/effort allocation relationship is influenced by difficulty perception factors, for example, the positive relationship is stronger for those who work in more competitive environments (Bonney, Plouffe, & Wolter, 2014). However, sales research concerning self-efficacy is conducted at the between-person level of analysis. This is a problem since within-person relationships can differ to their between-person counterparts (see Molenaar & Campbell, 2009). A between-person analysis examines how individuals compare on any given construct (e.g. high vs low), whereas a within-person analysis examines intraindividual changes (positive or negative) over time (Hoffman, 2015).

Although no sales literature examines the within-person relationship, wider literature examining the within-person self-efficacy/performance relationship finds self-efficacy can be negatively related to subsequent performance (e.g. Beck & Schmidt, 2012; Schmidt & DeShon, 2010). Specifically, self-efficacy can result in decreases in subsequent effort and performance at the intra-individual level (Schmidt & DeShon, 2010). Consequently, enhancing an individuals' self-efficacy may not result in performance improvements, but in fact be reduce salesperson performance. This negative effect seems to occur in cases where an individual has a positively biased goal progress perception (Vancouver & Purl, 2017), believing they are 'ahead of the game', so to speak. Ultimately, this perception results in the allocation of effort on the task at hand being distributed to tasks other than the initial task (Beck & Schmidt, 2012). To be clear, it is not suggested that salespeople with higher selfefficacy will perform worse¹, more that a salesperson's own performance decreases as their self-efficacy increases. Additionally, individuals low on resources (i.e. higher in emotional

¹ This is a between-persons analysis, and in fact, it is expected that salespeople with higher self-efficacy will perform better. This is because these individuals are expected to put in greater effort and strive for more challenging goals (i.e. higher salesperson performance) (Bandura, 2012).

exhaustion) may also allocate their effort to less demanding tasks (e.g. administration duties) in attempt to conserve their remaining resources (Hobfoll, 2011). and consequently, this may reduce the positive influence of effort on salesperson performance, since these tasks may not directly influence performance levels.

Methodology/Analysis technique

A repeated-measures survey design was utilized, collecting survey data from B2B salespeople on 4 occasions at one-month intervals. Self-efficacy, effort allocation, and sales performance measures were taken at each interval. Data was collected by Qualtrics, a third-party company providing online panel data (see Johnson et al., 2016). All measures are subjective perceptions of the salespeople. 386 B2B salespeople completed the survey at time 1, with 153, 105, and 75 B2B salespeople completing follow-up questionnaires at times 2, 3, and 4. Longitudinal multilevel modelling (Slopes-as-Outcomes model) using SPSS ML-Med was conducted to analyze the data, with group-mean centering used to generate the within-person estimates, and maximum likelihood estimation use due to the unbalanced dataset.

Findings and discussion

At the within-person level, self-efficacy is negatively indirectly related to subsequent sales performance via effort allocation, with individuals who perceive their market competition to be more intense demonstrating smaller reductions in subsequent effort allocation. The effort allocation/sales performance relationship is also negatively moderated by emotional exhaustion. Self-efficacy also demonstrates a direct negative relationship with subsequent sales performance, consistent with wider literature findings finding that enhancing selfefficacy can be detrimental to subsequent effort allocation and performance (e.g. Beck & Schmidt, 2012; Schmidt & DeShon, 2010). Perhaps salespeople believe they can achieve successful performance within applying maximal effort, choosing to disperse their effort elsewhere (see Vancouver & Purl, 2017). This negative effect is not as strong for individuals who perceive their market competition to be intense, perhaps because these individuals that they still have to apply effort, so as not to give competitors a chance to 'steal Furthermore, the effort allocation/sales performance relationship is weaker for salespeople higher in emotional exhaustion. This may be due to salespeople undertaking tasks not directly related to sales performance, for example doing extra-role activities rather than more demanding tasks such as cold calling. The corresponding between-person results for the above relationships are all significant and positive.

Implications for theory and practice

Currently sales authors are advising sales practitioners to enhance self-efficacy to increase performance. However, the present research finds that increasing a salespersons' self-efficacy can result in reductions in subsequent effort allocation and performance. Furthermore, salespeople working in more competitive environments experience less reductions in subsequent effort. Consequently, managers must be aware of their salespeople's self-efficacy to ensure that these subsequent reductions do not occur, particularly in less competitive environments. Taking into account the positive between-person relationships, increases in self-efficacy are not always expected to lead to reductions in effort and performance, and future research should examine further boundary conditions to these relationships. The present study extends SCT by identifying that self-efficacy does not always benefit performance. The study also contributes to knowledge regarding sales performance, in that increasing self-efficacy may not always enhance performance. This identifies a need for sales performance antecedents to be examined at the within person level. Additionally, many existing B2B sales and marketing theories must begin to examine the within-person dynamics

of processes that evolve over time, potentially challenging current knowledge, and the implications provided to practitioners.

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Spirituality and family support driving salespersons performance

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Abstract:

According to the 2017 Swiss Re Global Insurance Industry Report (2017), Indonesia represents a fast growing and critical market within South East Asia. This market growth is a result of strong regional economic growth and demand for insurance services, such as life insurance. Despite the importance of this market to the wider economy and Indonesian professional services market, scholars note a high level of salesperson attrition, or churn, in the marketplace due to low sales performance. Additionally, most extant studies investigating this phenomenon have been conducted in Western markets, thus limiting the applicability of findings in a South East Asian context. This study, therefore, investigates the antecedents of insurance agents' sales performance in an Indonesian context. Adopting thematic analysis, this research analyses interviews with 24 salespeople with results indicating that, among other agent- and organisation-based factors, salespeople consider spirituality and family support two unique antecedents contributing to their sales performance.

Keywords: sales performance, spirituality, family support

Introduction and Research Aim

Indonesia is considered one of the most important global life insurance markets for two reasons (PWC, 2013). First, despite Indonesia's ability to maintain an average annual GDP growth rate of 5.3% between 2000 – 2018, the penetration of Indonesian life insurance services is very low, totalling only 1.1% of GDP. Second, the Indonesian middle class will rise from 88 million in 2014 to nearly 150 million in 2020. Further, the life insurance industry is unique and experiences two main challenges not too dissimilar to that of other professional services organisations in the region; namely, difficulty in recruiting dedicated agents and an inability to retain qualified agents (Cho & Ngai, 2003). Of the factors affecting insurance salespersons' role recruitment and retention, scholars note low sales performance is a leading contributor. However, current findings in the extant insurance sales performance literature are inconsistent (Turner, 2008), with scholars inviting further investigation of the phenomenon. Additionally, the majority of studies have been conducted in Western countries and empirical studies in a South East Asian context are limited. Hence, Barbuto, Barbuto, DeLaRey, Boshoff and Xu (2006) suggest extending these studies to different cultures.

Specifically, the aim of this study is:

To propose an updated typology of the antecedents of professional services sales performance in a South East Asian context by investigating, and categorising, the various drivers of salesperson performance in an Indonesian life insurance context.

We address two research questions in line with this aim:

RO1: Do current taxonomies of life insurance sales performance apply in the Indonesian context?

RO2: What are the most important factors that lead to life insurance sales performance in Indonesia?

Background

Sales organisations need salespersons to deal with complex sales situations, persuade buyers, build trust and to achieve overall organisational sales performance. Given the importance of salespersons' performance, scholars suggest focusing on the identification of wider spheres of influence on salespersons' performance (Evans et al., 2012), including more emerging influences such as culture (Mulki et al, 2018), religiosity (Onyemah et al., 2018) and family network support (Bhuian et al., 2005). To date, scholars have largely investigated insurance sales performance from the perspective of "agent" and "organisational" dimensions. Herianto and Franklin (2019) define the agent dimension as internal elements that help agents to improve their performance. Turner (2008) asserts that one of the most fundamental elements of this dimension is the demographic element. This element improves agents' sales performance through positive interpersonal and organisational behaviour and collaboration relationships with their buyers (Dwyer, Orlando & Shepherd, 1998). Similarly, psychological elements influence agents' sales performance based on their personality and self-identification (Back, Schmukle & Egloff, 2009). Further, agents' performance is also determined by situational factors and social factors (Thomas, Soutar & Ryan, 2001). The second dimension of agents' sales performance factors is the organisational dimension. This dimension refers to an organisation's components that support agents in achieving high sales performance levels and is representative of both tangible and intangible components (Jahn, Thompson & Kopelman. 2003). Of these two dimensions, more contemporary sales literature suggests that situational agent-based factors have received the least attention in recent time and represent a fruitful avenue for future research (Herjanto & Franklin, 2019). As such, this work will focus on findings surrounding the two most dominant agent-based, situationally-categorised themes of spirituality and family support that have emerged.

Methodology

A qualitative enquiry adopting thematic analysis is employed to identify the important components, or themes, that are responsible for agents' sales performance (Braun & Clarke, 2006). A purposive sample of participants were recruited from a life insurance company located in West Java, Indonesia. A total of 24 insurance agents completed the semi-structured, in-depth interviews at which point theoretical saturation was reached. From these interviews, an initial 297 codes were generated with 182 codes featuring in the higher-order category of the "agent properties" dimension; namely, "skills" (52), "psychology" (80), "situational" (40) and "collegiality" (10). As analysis proceeded, first-order codes were collapsed into higher-order themes and new, emerging themes developed (Braun & Clarke, 2006).

Findings and Discussion

The results reveal that salespeople believe two higher-order categories of influence, traditional properties (i.e., agents and organisations) and emerging properties (i.e., buyers and competitors), contribute to sales performance. Within the situational factors of the traditional, agent properties dimension, the two themes of "spirituality" (17) and "family support" (13) featured a high level of representation with selected exemplars, as follows:

Spirituality: My belief teaches me that if I worked wholeheartedly, God will lead His way to my success (P2); God has decided our destiny and prosperity. What I only can do is to do my best and let Him controls the situation for me (P20); No matter how much I tried, if that is not God's will, I will not be successful in closing the deals (P7).

Family Support: My husband is a car salesman. When he has time off, he drives and meets my clients together. On our way home, oftentimes, he shares his opinions about my performance and provides me his feedbacks on what to do and not to do (P3); I am quite lucky; my husband is not a jealous husband. He trusts me 100% and always give me a permission to visit my clients whenever I need to (P5).

Implications for Theory and Practice

Several emerging thematic factors are present in our findings. Firstly, Indonesian agents consider spirituality and family support as two of the most important elements in improving their sales performance. As members of a religious society, Indonesian agents tend to think that their sales achievements are not solely based on their ability but also on God's will and family support. These results suggest that in order to motivate agents in markets characterised by high religiosity (McCleary, 2008), such as but not limited to Indonesia, managers should be sensitive to this unique condition. To improve their agents' performance, sales managers can consider providing religious- or spirituality-based business sensitivity training. Such training can provide a better understanding of how spirituality relates to the business world and would allow agents to more fully understand their position as insurance agents based on their, or their customers', religious beliefs. In addition, as part of their recruitment strategy, sales managers could also explain the insurance industry, and its typically long selling cycle, to potential agents as well as their family members. This would allow family members to understand the demands of the insurance industry and, by extension, offer support via means of specific interventions to allow more of a work-life balance (Adame-Sánchez, et al., 2016), thus avoiding the "busyness paradox" (Lupu & Rokka, 2017). This work also serves to highlight the importance of other agent- and organisational-based influences of sales performance in the Indonesian market.

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B2B projects for innovation

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Abstract:

Creating new products and processes often requires the establishment of an entirely new organization, namely a project. We study how a project's organizational structure, as captured by its particular task configuration, impacts its ability to create product and process innovations. Our study involves an analysis of panel data spanning 2001 through 2015 and involving 429 business-to-business projects in the construction industry. We test our hypotheses using a hybrid effects Poisson model; the first application of such a model in marketing to date. We show that task configuration has nuanced effects which depend on whether product or process innovation is the desired outcome. To bring about process innovation, a project's general contractor should perform a greater range of tasks, while promoting product innovation requires allocating tasks to subcontractors. Our findings also suggest that collaboration between a general contractor and subcontractors benefit product innovation, while it is detrimental to process innovation.

Keywords: B2B projects, task configuration, subcontracting innovation

Introduction.

Innovation is inherently important to firms, as reflected in Tellis' (2013, p. 2) observation that "perennial success belongs to those firms that innovate unrelentingly". Thus understanding how innovation comes about is an important priority. The marketing literature has documented a range of such drivers such as the innovation role of the *intra*-organizational context, including the effects of culture, structure, age and size. Another line of research shows the role that *inter*-organizational variables play in generating innovation, including long-term relationships, strategic alliances (Cui and O'Connor, 2012), and joint ventures (Sampson, 2007). Interestingly, innovation often requires the establishment of an entirely new organization; a socalled temporary organization or project, defined formally as "a set of diversely skilled firms working together to perform a set of interrelated tasks over a limited time period" (Goodman and Goodman 1976). Projects are ubiquitous across industries and contexts, including IT, advertising, filmmaking, and construction (Lundin et al., 2015). However, they have received limited systematic attention in the marketing literature. This is unfortunate, because projects represent a fundamental paradox: On the one hand, projects represent unique opportunities for innovation by virtue of bringing together a set of specialists. On the other hand, converting the different specialists' inputs into innovation represents significant organizational challenges. Interestingly, these challenges follow from the very characteristics that generate the potential for innovation in the first place. Specifically, large projects, while permitting enhanced resource access, also give rise to significant coordination problems, due to interdependencies between the tasks in question (Puranam and Raveendran, 2013). In this study, we suggest that realizing the potential for innovation outcomes that follows from project size and subcontractor task diversity hinges on purposeful project organization. We draw on extant work on organizational design (e.g., Thompson, 1967) which suggests that innovation depends crucially on a project's division of labor (Smith, 1776); specifically, on its particular task configuration (Mintzberg, 1979, 1981). In a project context, we propose that a key dimension of task configuration is the general contractor's own involvement in project tasks, which serves a distinct coordination purpose.

Conceptual Model.

As shown in past management research (e.g., Cui and O'Connor, 2012), both size and diversity represent general innovation drivers by virtue of their ability to bring key resources and knowledge to bear on a given project. As such, the framework has two exogenous drivers or project characteristics, namely 1) size (the number of subcontractors) and 2) subcontractor diversity (the variation in the tasks performed). Project size is expected to impact product and process innovation by virtue of the quantity of knowledge that is generated by a large set of project members. We also expect diversity to have a parallel effect, but based on a different explanatory mechanism, namely the breadth of information being made available. So, we hypothesize that project size is positively related to the number of (H1a) product innovations and (H1b) process innovations and that subcontractor task diversity is positively related to the number of (H2a) product innovations and (H2b) process innovations.

While a large number of subcontractors increases information availability, it also gives rise to task interdependencies (Thompson, 1967) and coordination requirements (Knoben and Gossling, 2009). Task diversity also creates a coordination problem, but for a slightly different reason. The greater the number of subcontractors, the more complex these interactions are, due to the need to articulate and manage the different interdependencies, and the greater the overall coordination problem. Also, the greater the diversity among a project's subcontractors, the higher the likelihood that the focal parties will have different goals, decision-making processes, and communications protocols (Phelps, 2010). Such differences represent inherent impediments to coordinated action. In hypothesis form, general contractor task diversity strengthens the effect of H3a) project size and H3b) subcontractor task diversity on product innovation.

H3 expresses two positive moderation scenarios, however, we expect the positive moderation effect of general contractor task diversity to be limited to the domain of product innovation. We posit that general contractor diversity will weaken the effect that the two project characteristics have on process innovation. We posit that a general contractor's task involvement creates concerns about information leakage by foresighted parties that serve to inhibit innovation. Notably, process innovation possesses a generalizable quality and can be deployed elsewhere, namely in other projects and subcontractor relationships. Under such conditions, far-sighted subcontractors may be reluctant to share information, and the ability of project size and diversity to promote process innovation is diminished. So, we hypothesize that general contractor task diversity weakens the effect of H4a) project size and H4b) subcontractor task diversity on process innovation.

Methodology.

We test our hypotheses using data on construction projects from the Design-Build Institute of America (DBIA). The DBIA data contains 429 U.S. based projects conducted by 189 unique general contractors from 2001 to 2015 inclusive. We augmented the DBIA data with data from Hoover's Company Profiles, the United States Census Bureau, and use Google provided metrics. The unit of analysis is a particular construction project. The panel aspect of our data enables us to control for unobserved heterogeneity and we can tap into variation between and within general contractors. To analyze such panel datasets, we use hybrid estimator, which accounts for unobserved heterogeneity yet can also include non-repeated observations and time-invariant regressors (Allison, 2009).

Results. The results support H1a (p < .01), which shows that as the general contractor performs a greater number of tasks, a higher number of process innovations are likely achieved. However, the results did not support or H1b (p > .10), based on which we expected a greater number of product innovations when the general contractor performs a greater number of tasks. Although the results marginally support H2a (p < .10), in support of H2b (p < .05), we find that as the diversity of subcontractors' tasks increases, the higher the resulting number of product innovations. We find support for H3a (p < .05) and H3b (p < .01), showing that general contractor task diversity weakens the positive effect of project size and subcontractor task diversity on process innovation. We do not find support for H4a (p > .10) and H4b (p > .10).

Implications for Theory and Practice. We identify three theoretical contributions. First, this study represents a useful contribution to the literature on projects and temporary organizations, which have not received much attention in the marketing literature. Second, by unfolding the 'black box' of projects, we illuminate the structure of collective action (Powell et al., 2005) and define how certain organizational structures—configurations of project tasks among the involved firms—tackle the associated challenges (coordination and communication problems). This allows us to answer why certain projects produce more innovations than others. Third, by distinguishing process and product innovations, we generate new insights into these types of innovation and add nuance to the general literature on innovation. The dominant view in the marketing and management studies argues for a positive effect of project size on innovation. In the current study, we argue, and demonstrate, an alternative and more nuanced view; one that accounts for 1) the tasks the focal firms perform (i.e., task configuration), and 2) the type of innovation is being sought. The findings of the current study enable practitioners to effectively configure project tasks among the involved firms so that 1) potential organizational challenges can be avoided and 2) expected outcomes with regard to process or product can be achieved.

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Networking developing the equestrian sector in Sweden

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Abstract:

Small firms typically have a very limited resource base and struggle to reach profitability. The firms in the equestrian sector are no exception. One way of overcoming resource constraints is to cooperate with other firms in business relationships and in the Swedish horse industry an underdeveloped potential for increased networking outside the small circle of family and friends with similar interests has been identified. Such cooperation may also successfully include competitors. This project longitudinally studies different types of Swedish network initiatives in the equestrian sector, aiming to identify both obstacles and success factors that may guide and support network attempts. We hope to identify how different combinations of firms in various network settings may generate more and different kind of business for participants, but also how cooperation may promote the participants' profitability. Based on a literature review and the longitudinal study, a process model for network cooperation will be developed.

Keywords: Networking, business development, horse industry

Introduction, background and research aim

The horse industry is of great importance to Sweden. For example, it offers employment opportunities in peri-rural and sparsely populated regions in the country-side, not the least to women (Hammer et al., 2017). The annual turnover in the industry is about 20 billion SEK per year (Johansson et al., 2004) in Sweden that also has the highest number of horses per capita in Europe. The industry provide work corresponding to 10 000 full time jobs and generates another 18 000 full-time jobs indirectly (Ibid.), with more than 3 000 firms that focus their business on horses in one way or another (Holgersson, 2016). However, to become profitable the horse sector as whole is in need of change towards a growth-related analysis (Fyrberg, 2012). The majority of firms are small and often a family affair, with owners making financial sacrifices for the opportunity to interact with their horses and with others who share the same interest

Small firms typically have a very limited resource base. There is generally a lack of funding and a lack of knowledge on how to run a profitable business (Agostini & Nosella, 2018). Thus, not surprisingly, also the small firms in the horse industry usually struggle to reach profitability. It is an industry sector characterized by a life-style related culture not adapted to current market conditions. In the past, a lot of work has been carried out on an un-paid basis by dedicated individuals, such as riding school pupils, and non-profit organizations. This volunteer work is now fading, which implies that the costs of running a business are increasing due to the need to employ and pay wages and other related costs. One way of overcoming resource constraints is to cooperate with other firms in business relationships. Taken together such relationships can be likened with a network of relationships and, in principle, if both direct and indirect connections are included, such networks are global. For a single firm, however, this totality can never be grasped. Each firm has a limited number of firms within its "network horizon". That is, it is only aware of a limited number of firms. Furthermore, only a sub-set of these firms will be considered relevant for some sort of cooperative action, constituting what has been called "the network context" (Håkansson & Snehota, 1989). As small firms have limited resources to spare for relationship development, their network horizons and contexts tend to be very limited as well, which restricts the opportunities for business development that can be identified and exploited through interaction with other firms. When firms are located in sparsely populated regions, their network context are likely to include even fewer firms. A habit of solving problems on your own furthermore signals a lack of networking-related expertise and skills.

The limited network contexts and the limited networking skills sum up to a serious problem as cooperation with other firms have been shown to have a positive effect on the financial gains as well as the growth of small firms (Bocconcelli et al., 2018). In the horse industry, several studies have identified an underdeveloped potential for increased networking outside the small circle of family and friends with similar interests. Studies focusing on various sectors of the horse industry have concluded that economic aims have to be given greater priority by firm owners and that network cooperation may be a way forward (e.g. Pussinen & Thuneberg, 2015). Network cooperation among a group of firms may encompass different sectors of the horse industry, but also include so-called coopetition (Bengtsson & Kock, 2000), that is, cooperation between firms within the same sector as a strategy for joint value-creation (Ritala & Tidström, 2014). In both cases, network cooperation may offer possibilities for new business models based on greater economies of scale and/or imply new opportunities, for instance in the form of new, specialized services. A further dimension is that local networks may provide different kinds of benefits compared to networks including also distant firms. Previous research indicates, for example, that weak ties to distant partners may be more beneficial to the

identification of new business opportunities than an increased number of local ties, due to the increased probability of accessing previously unknown information (Granovetter, 1973).

Network cooperation may emerge from the initiatives of individual entrepreneurs. However, also initiatives on behalf of business associations and local institutions may be of importance to the emergence and development of networked interaction by encouraging interaction and relationship development. Such strategic networks often have administrative, regional boarders for practical and financial reasons, so called regional strategic networks (Lundberg & Johanson, 2011). External networking support may be the spark that makes firms enter into network cooperation and thereby encounter new firms (extend their network horizon) and/or develop new relationships with other firms (extent the context of firms considered relevant for action) and thereby find new ways of developing their businesses models (Foss & Saebi, 2017). Further studies on development and management of such networks has been called (Von Hippel, 2007; Aarikka-Stenroos et al., 2014). Strategic network initiatives are now emerging within the Swedish equestrian sector, but many are still at early stages so the full effect of cooperation is not known and network-related research within the sector is scarce.

Further knowledge is also needed regarding the barriers and opportunities related to various forms of network cooperation. Increased knowledge on these issues would not only be of theoretical importance, it would also provide guidelines and support for firm managers, network organizers and coordinators as well as various types of institutions and business associations wishing to support network cooperation and business model innovation within businesses and thereby contribute to their long-term sustainability. This study aims to provide an overview of previous research on network initiatives within the equestrian industry, focusing on Swedish conditions but also including findings from other countries. A further aim is to follow and analyze three Swedish network initiatives in a longitudinal study in order to identify both obstacles and success factors in relation to different types of network cooperation.

Methodology

Applying a qualitative method to further a richer understanding of how and why questions, we will conduct a longitudinal study of the Swedish cases: the web-portal Horse Metro that aims at providing a shared web-portal for all kinds of equestrian related business and two regional strategic networks formed under the umbrella of HNS (The Swedish Horse Industry Foundation): Mitt Hästnätverk Y (Västernorrland) and the one for the regions of Södermanland and Östergötland. The network coordinators of these networks have been contacted and are willing to take part in the study. They have addressed the networking issue in different ways, which allows for interesting comparisons. At the time of writing the work is at an early stage but we will investigate the network participants' characteristics (firm size, network experience, goals etc.) including their drivers for taking part (motives, previous relationships to other participants etc). We will furthermore follow and analyze the networking process, including aspects such as barriers, opportunities, degree of formalization, types of activities etc.

Results, discussion, contribution and implications

As a result, we hope to identify how different combinations of firms in various network settings may generate more and different kinds of business for the participating firms, and how different actors and activities may contribute to, or hinder, this development. Based on the overview and the longitudinal study, a process model for network cooperation that also allows for coopetition will be developed. It is our ambition that this model will contribute to further clarification of remaining research issues, and that it will be of use for firms and support organizations wishing to develop inter-organizational cooperation for the purpose of business development.

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Reciprocity's centrality in interorganisational relationships

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Abstract:

Consideration of reciprocity in interorganizational relationships has been neglected. This is a significant oversight in that it is asserted that reciprocity is fundamental to the coordination and evolution of social relationships. The lens of psychology and theory of balance are used to examine the neglected area of the contribution of reciprocity to the relational functioning of developing collaborative relationships in B2B contexts. This shows the alignment of reciprocity with relational evolution and provides further explanation of the processes occurring. Examination of a data base of collaborative research relationships allows confirmation of a number of patterns in the processes of collaboration including the presence of key factors like equivalence assessment, ongoing balancing and evolution. This highlights the centrality and importance of reciprocity but also indicates that it doesn't always function in the expected ways in this context. Further exploration of this is warranted.

Keywords: Reciprocity, balance, relationships.

Reciprocity's Centrality in Interorganizational Relationships

This paper examines nature and value of reciprocity in relationships within the frame of psychology. The research question is: what does the addition of reciprocity to consideration of the functioning and evolution of interorganizational relationships contribute? While there is an enormous body of work that considers the significance of developing collaborative relationships in B2B contexts, there is little work that considers the behavioural and psychological processes that are at play and their evolution (Young 2006). Rather we accept the importance of trust and cooperation to building and maintaining relationships and the sometimes-deleterious effects of power and conflict without fully understanding their nature and neglect consideration of the underlying mechanisms in play. Addressing these issues will enable relationship partners to better "manage in" these important connections and researchers to better model them (Wilkinson and Young 2005).

Reciprocity is defined as a norm, driven by a feeling of indebtedness where there is an expectation that an equivalent "good" is returned for a "good" received (Gouldner 1960). In business relationships determining equivalence can be complicated as is it is not a simple swap as occurs in gift-giving. Instead it is a complex form of cooperation with different and complementary actions executed with reference to each other (Asch 1987) that operate through time in an evolving landscape. Tadejewski (2009) views reciprocity as the cornerstone in the survival and development of B2B relationships. Grönroos (2011) similarly argues that it is central to the co-creation of value in relationships; it is only through collaborative, reciprocal activity that value-in-use resources emerge. However it has not been examined in depth by relationship and B2B marketing researchers, despite calls for its analysis (Bagozzi, 1995; Palmatier, Dant, Grewal, and Evans, 2006), When it is considered, the outcomes e.g. the value produced rather that the nature of reciprocity are the focus. This is perhaps because the behaviours of reciprocity are context-specific, making it difficult to study in general terms. However the norms that guide it are basic to human psychology (Block 2015). Reciprocity includes generalized socio-emotional elements such as approval, respect, recognition and support that span different contexts (e.g. Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001). To activate it an interest in cooperating is established. To proceed, Deutsch (1962) notes three factors are critical: mutual trust which manages the risks involved; bargaining leading to agreement on the nature of the cooperation; coordination in a way that assures there are possible rewards for each. Reciprocity is the means by which the continuing process of balancing and re-balancing ongoing cooperation in complex settings occurs. Heider's (1958) balance theory posits that over time relationships are drawn towards balance, where there is no tension and thus no motivation to change, because their participants prefer balanced, i.e. compatible, affect structures, e.g. liking someone and being liked by them. This is ongoing because social relationships seldom reach a stable equilibrium. Instead they equilibrate, i.e. seek balance (Cook and Emerson 1978). This process of balancing is fundamental. It explains how the mutual feelings, attitudes and beliefs that social actors have act to promote the continuing functioning of social relationships and networks (Hummon and Doreian 2003). It allows criteria for equivalence to continue to be assessed and adjusted. It is worth noting that conceptions of value also will evolve (Andre' 2010). Balancing is conceptualized as generating meaning by linking formal reflection and hands-on engagement in an ongoing cycle as the relationship continues and intensifies (Porter and Monard 2001) and this process is a reciprocal one. This has been confirmed in many empirical settings (Hummon and Doreian 2003) including in business marketing relationship research where for example trusting and perception of being trusted are strongly associated and necessary for ongoing relationships (Young 2006) as is balanced exchange value (e.g. Wilkinson, Young and Freytag 2005). Achieving balance in one dyad can depend on surrounding relationships in the network, an organisation may have excellent relationships with two suppliers but be unable to collaborate with both if they are competitors (Wilkinson and Young 2005). Reciprocity also functions in the balancing of the power and dependence that characterizes many business relationships. Original conceptualizations of power/dependence theory, conceptualize relational interaction as an ongoing process of balancing the states of power and dependence (Emerson 1962) and this was seen to apply to business relations (Heide and John 1988) and networks of interorganizational relationships (Cook and Emerson 1987).

The experience of reciprocity is an affectual one. The initial receipt of benefits engenders the emotion of gratitude and the empirical literature in psychology shows an extremely strong link between gratitude and the likelihood of repayment; this is so strong that if the benefactor cannot be repaid, a fortunate bystander may be the recipient of a reciprocal benefit (Algoe, Haidt, Gable. 2008). A virtuous cycle of orchestrated reciprocity that leads to ever-increasing cooperation is often the goal. This has been explored extensively with graduated reciprocity generating ever-more- cooperative responses seen as a device for achieving strong, win-win outcomes (emerging from Lindskold 1979). While this process of gratitude and repayment is generally perceived to be strong and positive, there is research (Algoe et al 2008) that argues that the sense of indebtedness that co- exists with gratitude can be unpleasant. This further drives the impetus towards balance to reduce or remove this unpleasantness (Heider 1958). There is debate as to the applicability of this affect- based approach to business relationships. There is considerable empirical support showing that while the specifics of norms may differ based on context, humans' fundamental drives such as reciprocity operate irrespective of context (Gintis 2000).

Recent work on academic-practitioner research collaboration (Freytag and Young 2019) examined the processes of reciprocity in a number of research collaborations in Scandinavia and Australia. A content analysis of their histories highlights commonalities in stories of continuing reciprocity. First, there is mutuality. They begin with both sides providing resources such as co-funding of an industry-based PhD, a joint grant or mutual contributions of staff time. There is some negotiation as to equivalence but this is often assumed initially and only examined and balanced later. Second, irrespective of who initiates the collaboration, in the first stages the lead is taken by researchers to guide their development; they are seen to have the necessary specialist knowledge for starting up. There is likely to be more specialist knowledge exchange in subsequent phases. Third, development of reciprocity is evolutionary. Early stage behaviour inevitably differs from later ones as the relationship between the principals develop. Sometimes the reciprocal collaborative behaviour expands and is characterized by ever-increasing participation by practitioners in the research activities and researchers in business activities. But this is not inevitable, occasionally practitioners become more research-knowledgeable and confident, withdraw from the relationship and move on, although with changed ideas. Fourth, in the context of research collaboration, the methods used in deepening collaborations vary but almost always include some components that are hand-on and participatory. These include participant-observation, multi-stage action research, design-based thinking, brain-storming and iterative research method designs such as action research. These create knowledge and also function to facilitate balance and nurture a collaborative culture.

In these illustrations reciprocation is complementary; it combines researchers' theories and methods which untangle the general from the particular and managers' in-depth and contextual knowledge. Both evolve as the context evolves. We recognize this is an unusual form of B2B collaboration however the processes observed are reflected in B2B

relationship management; the resources and resultant value sought from relationship partners change and at the same time what constitutes acceptable equivalence also evolves and must be monitored and adjusted. Future work will consider the deeper affectual structures that are at play in reciprocity and identify how these contribute to ongoing collaboration in conjunction with other business relationship processes. Initially a more detailed analysis of accounts of research collaboration - focussing on manifestations of reciprocity and nature of and variance in the associated affects, the way these evolve and role that affects play in growing value – is planned. Subsequent work will extend this to consider deeper forms of reciprocity in other types of B2B relationships.

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Alliance portfolios and alliance performance

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Abstract:

Despite continued research interest on alliance portfolios, little is known about their effects on individual alliance performance. Yet, managers and researchers alike have acknowledged that such effects matter. In this research, we examine the effect of alliance portfolio depth and portfolio breadth on goal-specific individual alliance performance. We hypothesize how factors at three different levels – the firm's internal product development efforts, the nature of the individual alliance (scale or link), and network density – moderate the relationships between portfolio depth and portfolio breadth and alliance performance. We test our hypotheses in the context of nearly 600 alliances comprising 83 firms' alliance portfolios over a 12-year period. We find that internal product development enhances the relationship between portfolio depth and alliance performance, and scale alliances and network density strengthen the positive effect of portfolio breadth on alliance performance. Our study sheds light on alliance portfolios and their implications for individual alliance performance.

Key words: alliance portfolios; alliance performance; networks

Developing social innovation alliances: An empirical study

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Abstract

Firms increasingly search for collaboration with alliance partners to foster social innovation. Using a moderated mediation model, we find that entrepreneurship orientation is positively related to social innovation alliances through the mediating effect of exploratory learning. We also find that alliance orientation moderates the indirect effect of entrepreneurial orientation on social innovation alliances through exploratory learning. Taken together, we make novel contributions about how to organise for social innovation alliances and provide actionable managerial advice in terms of integrating entrepreneurship orientation and alliance orientation via exploratory learning.

Keywords: entrepreneurship orientation, exploratory learning, alliance orientation, social innovation alliances

Introduction and Research Aim

Social innovation is defined as "a novel solution to a social problem that is more effective, efficient, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals' (Phills et al., 2008, p. 39). Recently, a growing body of academics recommend for greater exploration of the interactions between different orientations of a social enterprise, such as its market orientation, entrepreneurship orientation and social innovation alliance (SIA) behavior, and success of a B2B alliance (Ozdemir et al., 2017; Phillips et al., 2015). Though the orientation-SIA linkage represents a growing research field, until now we have found no research that investigates how entrepreneurship orientation (EO), alliance orientation (AO), and exploratory learning (EL) are integrated toward enhancing social innovation alliances. While an entrepreneurship orientation fosters proactive, risk-taking, and innovative behaviours (Covin et al., 2006), alliance orientation enables firms to search for partnering opportunities, coordinate alliance strategies, and learn from alliance experiences (Kandemir et al., 2006). Exploratory learning refers to acquiring external knowledge (Zahra & George, 2002), which is of paramount importance for social innovation alliances.

With this study, we contribute to the extant strategic alliances literature by exploring how the incorporation of the EO-EL-AO interface might enhance our knowledge of social innovation alliances. Specifically, we develop and test a moderated-mediation model on the role of exploratory learning and alliance orientation in realising the value of entrepreneurship orientation toward developing social innovation alliances.

Model and hypotheses

We build on the organisational learning theory (Edmondson, 2002; Levitt & March, 1988) and suggest that exploratory learning (EL) mediates the relationship between entrepreneurship orientation (EO) and social innovation alliances (SIA). In particular, EO has a positive impact on EL that, in turn, has a positive impact on SIA. We also argue that alliance orientation (AO) moderates the relationship between EO, EL, and SIA. We further argue that AO moderates the indirect effect of EO on SIA through EL. Specifically, we predict that among firms that report higher (lower) levels of AO, there will be a positive (negative) indirect effect of EO on SIA through EL. The hypotheses are as follows:

- Hypothesis 1: Exploratory learning mediates the relationship between entrepreneurial orientation and social innovation alliances.
- Hypothesis 2: Alliance orientation positively moderates the relationship between entrepreneurial orientation and social innovation alliances.
- Hypothesis 3: Alliance orientation positively moderates the effect of exploratory learning on social innovation alliances.
- Hypothesis 4: Alliance orientation moderates the indirect effect of entrepreneurial orientation on social innovation alliances through exploratory learning.

Research methods

The setting of this study is in Vietnam, a transition economy. Qualifying questions in the survey was added to identify relevant informants, with three criteria: (1) working in a B2B firm with social innovation activities, (2) being top- or mid-level managers, (3) having social innovation experience in within the last three years their respected firms. Data were collected using Survey Monkey with 8,726 emails sent to our connections in the LinkedIn professional network. After two reminders, we obtained 1,287 responses. After deleting invalid responses that violated these above selection criteria, we have the final sample comprised 194 firms. Finally, non-response bias test was performed following Armstrong and Overton (1977), and no exception was noted.

EO is measured following Hansen et al. (2011), including three dimensions: innovativeness, proactiveness, and risk-taking. We adapted the scale used by Ferreras-Méndez et al. (2015) to assess EL with two dimensions: recognise and assimilate. AO is measured following Kandemir et al. (2006) with four dimensions: alliance scanning, alliance coordination, alliance learning and alliance network performance. We measured SIA by using a single scale item adopted from Ozdemir et al. (2017), asking the informants to rate the extent to which their firms, during the past three years, had developed partnership in their social innovation activities with not-for-profit organisations. All constructs in our model have good results of convergent validity with AVEs higher than 0.5 (Fornell & Larcker, 1981). All the HTMT ratios, ranging between 0.21 and 0.88, were well below the suggested value of 0.90 to justify discriminant validity (Henseler et al., 2015). We also found that the SRMR of 0.08 was not higher than the recommended value of 0.08, indicating acceptable model fit (Henseler et al., 2016). Common method bias was examined using Harman's single factor test, and no severe issue was found in our study.

Results and discussion

Prior research suggests that firms should search for collaboration with alliance partners in their quest for social innovation (Gupta, 2017; Ozdemir et al., 2017; Phillips et al., 2015; Ramani et al., 2017). Consequently, firms often look for greater exploration of the interactions between different orientations of a social enterprise and the success of a B2B alliance. Our study responds to this call for a better understanding of how to integrate EO, AO, EL for enhancing SIA. We have three key findings. First, we find support for our hypothesis that firms that are entrepreneurship-oriented are more likely to engage in EL, which in turn enhances SIA. Second, we find support for our hypothesis that AO positively moderates the relationship between EO and SIA and the relationship between EL and SIA. Third, we find support for our hypothesis that AO moderates the indirect effect of EO on SIA through EL. Specifically, we find that among firms that report higher (lower) levels of AO, there will be a positive (negative) indirect effect of EO on SIA through EL.

Contributions

To the best of our knowledge, we are the first to theorise and to test the impact of EO, EL, and AO in the context of social innovation alliances. Consistent with organisational learning theory, we demonstrated that it is through utilising EL that firms can rely on to arrive at SIA innovations. Firms may deepen their SIAs by capturing new knowledge and develop new capabilities via EL Firms should establish scanning mechanisms to search for external knowledge sources (Elenkov, 1997), which is critical to facilitate SIA. A detailed understanding of EL processes (i.e. recognition and assimilation) is critical for firms in facilitating SIA. We extend previous research that overlooked the vital role of AO in SIA. We demonstrated that AO strengthens the impact of EO and EL on SIAs. Our study contributes to the existing literature by showing that it is AO which may help firms to realise the value of entrepreneurship orientation and EL better. To the best of our knowledge, we are the first to consider how AO fine-tunes the likelihood of developing SIA. In doing so, we contribute to the SIA literature and the theme of this special issue. We identify EO, EL and AO, which are conducive to SIA, and provide managers with practical implications for increasing the likelihood of achieving SIA.

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Incentivizing organizational green purchasing: Differences by culture

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Abstract:

Organizational green (environmentally sustainable) purchasing enables firms to improve their environmental footprint through joint efforts with supplier networks. While many studies have explored end consumers' motives to buy green products, it remains unclear how managers can motivate employees to implement green purchasing in B2B contexts. Moreover, it is unknown how cultural differences moderate the motivational processes underlying green purchasing. Using Vroom's expectancy theory of motivation, this study develops hypotheses about the effects of employee incentive schemes on organizational green purchasing and about their contextual variation. Based on hierarchical linear modeling of data collected from 325 managers, representing 250 strategic business units in 19 industries and 29 countries, this study finds that employee incentive schemes (green management commitment, green value infusion, green employee evaluation) positively affect organizational green purchasing. Providing environmental knowledge to employees enhances these effects. Moreover, Hofstede's cultural dimensions of power distance and uncertainty avoidance moderate these effects.

Keywords: B2B Marketing, Green Purchasing, Environmental Marketing

Introduction and Research Aim

As firms use 60% of their purchased components in production processes (Agan et al. 2014), green purchasing plays a crucial role in the environmental transformation of B2B industries. The literature extensively investigates individual consumers' motives for green purchasing in B2C contexts (e.g., Moser 2015), but it has not yet identified motivational green purchase drivers in B2B contexts. While end consumers (B2C) take independent green purchase decisions, managers in B2B firms use incentive schemes and knowledge provision to motivate employee purchasing decisions at lower organizational levels. In contrast to end consumers, firms with purchasing power have influence on new product development and operational behaviour of their suppliers. In order to increase the environmental pressure for suppliers, firms can conduct environmental audits and offer green supplier support. To develop such green capabilities, employees require specific knowledge (Peteraf 1993). The literature has not yet explored the role of firm-internal green knowledge in motivating organizational green purchasing. Furthermore, with the exception of one B2C study (Liobikienė et al. 2016), no study has examined how the motivational processes underlying green purchasing differ by national culture.

The aim of this study is:

To explain how the effectiveness of employee incentive schemes for green B2B purchasing strategies varies across green knowledge levels and national cultures.

Three research questions are addressed in line with this aim:

RQ1: What types of green incentive schemes are effective at motivating employees to take organizational green purchasing decisions?

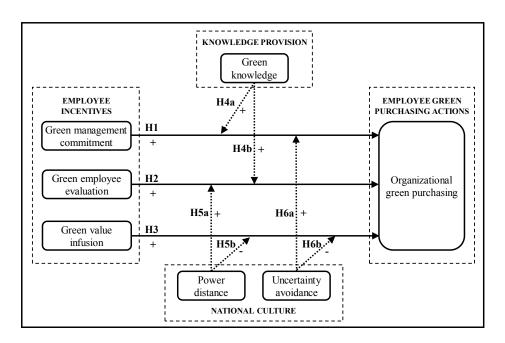
RQ2: Does the provision of green knowledge to employees enhance the effectiveness of green incentive schemes and thus translate into more organizational green purchasing?

RQ3: How does the effectiveness of green incentive schemes vary by national culture?

Background and/or Conceptual Model

Based on Vroom's expectancy theory of motivation (Vroom 1964), the conceptual model includes different corporate incentive schemes for green purchasing: green management commitment (openly displayed environmental strategic intent by top management), green employee evaluation (compensation of employees for environmental actions), and green value infusion (establishment of an environmental culture within the organization) (Fraj 2013).

Our theoretical framework focuses on the ability of green incentive schemes to improve an employee's expectancy (probability of achieving an incentivized goal) and instrumentality (probability of getting rewarded for achieving an incentivized goal) of goal achievement and thereby to increase the employee's motivation to engage in organizational green purchasing actions (H1-H3). Furthermore, our model predicts how providing green knowledge to employees enhances the effectiveness of green incentive schemes (H4a/b). In addition, we predict cultural differences in the effectiveness of green incentive schemes through the ability of cultural traits to alter the expectancy and instrumentality of goal achievement (H5a/b, H6a/b).

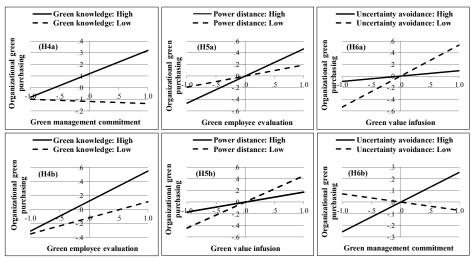


Method and Analysis

We test the hypotheses with cross-classified hierarchical linear modelling of nested survey data, which we collected from 325 managers representing 250 strategic business units in 19 industries and 29 countries. Our data are from developing and developed countries in North America, Europe, and Asia. To avoid problems of common method variance, we combine survey data with external data on culture (Hofstede 2001) for the culture-related hypotheses (H5a/b, H6a/b). The multi-item scales fulfil the standard criteria of convergent and discriminant validity (Fornell & Larcker 1981).

Results, Discussion and Contribution

The results obtained support all main and moderating hypotheses, except hypothesis H1. Contrary our expectations, green management commitment has an effect on organizational green purchasing only under specific contextual conditions, but not on average. The interaction plots below visualize our significant findings regarding green knowledge, national culture, employee incentive schemes, and organizational green purchasing. The provision of green knowledge to employees strengthens the effects of green management commitment and green employee evaluation, but not the effect of green value infusion, on organizational green purchasing. The cultural dimension of power distance strengthens the effect of green employee evaluation and weakens the effect of green value infusion on organizational green purchasing.



does It not moderate the effect of green management commitment. cultural dimension of uncertainty avoidance weakens the effect of green value infusion and strengthens the effect of green management commitment on organizational green purchasing. It does not moderate the effect of green employee evaluation. Our study shows that the effectiveness of employee incentive schemes for organizational green purchasing varies strongly by culture and by the amount of green knowledge available to employees.

Implications for Theory and Practice

By applying Vroom's expectancy theory of motivation to a context of environmental sustainability, this research extends the green purchasing literature from end-consumer contexts to organizational contexts. We build novel insights on why employees' motivation to engage in organizational green purchasing differs by incentive scheme, knowledge availability, and culture. We provide guidance to managers on how to best motivate subordinates at different corporate levels to engage in organizational green purchasing behaviours such as green product sourcing and green supplier development. Also, we advise managers on which incentive schemes to prioritize in different cultures.

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Interfirm relationship renewal and influence variables

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Abstract:

This study investigates the influence of trust, commitment, sales interaction and relationship adaptation on relationship renewal in a life-cycle stage context. Data was collected in an online nationally representative (by state, age and gender) self-report administered business panel survey from 500 respondents based in the Unites States aged 18 and over. The findings show that interfirm relationship performance varies with each stage of evolution and that different variables operate to influence performance at different stages. Relationship renewal was successful with only 10% of relationships sampled but required significant sales interaction and a rising level of commitment to overcome the lack of relationship adaptation. Indeed, relationship adaptation showed a gradual decline through all stages of an interfirm relationship. This points to the need for practitioners to carefully consider how they might lift adaptation activities in their interfirm relationships over time as a buffer to over reliance on sales interaction activities.

Keywords: Interfirm relationship stages, interfirm relationship evolution, relationship performance, trust, commitment, adaptation, sates interaction.

Introduction and Research Aim

The aim of this study is: *To investigate the influence of the life-cycle renewal stage on interfirm* performance. Two research questions are addressed in line with this aim: **RQ1:** What factors affect interfirm relationship renewal? **RQ2**: What impact does interfirm relationship renewal have on relationship performance, trust, commitment and relationship adaptation during different phases of relationship development?

Background and/or Conceptual Model

A central question here for these relationships is that as they evolve, the importance of variables such as relationship trust, commitment, sales interaction and relationship adaptation may change and produce differential impacts on performance (Das and Teng, 1998; Dwyer et al., 1987; Ford, 1980 and 1989; Jap, 2001; Terawatanavong et al., 2007), but little is known about what those differences are. In this study, interfirm relationship trust, commitment, sales interaction and relationship adaptation is empirically tested by assessing their impact on interfirm buyer-seller relationships performance as they evolve over time (Claycomb and Frankwick, 2010; Ritter and Gemünden, 2003; Ford 1980).

Apart from longitudinal research, one way to identify relationship evolution is to prompt respondents to discuss multiple timeframes simultaneously (Eggert, Ulaga, & Schultz, 2006). This represents a form of quasi-longitudinal research via the use of relationship phases of development (Claycomb & Frankwick, 2010). The model to be tested is shown in Figure 1 for each of the five relationship stages which include exploration, buildup, maturity, renewal and decline. Relationship renewal is defined in a cross-sectional survey we conducted as "our business and Customer X have renewed efforts to improve the financial contribution of the relationship; the non-financial aspect of the relationship and its overall future prospects"

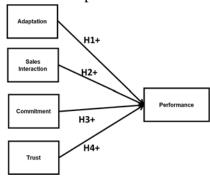


Figure 1 Conceptual Model

Methodology

Data was collected in an on-line nationally representative (by state, age and gender) self-report administered business panel survey from 541 respondents based in the Unites States aged 18 and over. Survey respondents were pre-qualified to ensure that their knowledge of the B2B relationship was adequate to answer the survey questions. The respondent positions comprised: owner managers/sales manager/marketing manager. The structure of the actual sample was in line with US Census data (Lichtenstein, 2014): gender (36.2% female, 63.8% male) and age distribution was skewed towards younger age groups (21.8% 18-29, 27.2% 30-39, 21.0% 40-49, 17.4% 50-59, 12.6% 60 plus) group.

Relationship trust and commitment are measured using scales developed by Helfert, Ritter, and Walter (2002). Sales interaction is measured using a seven-item scale developed by Cannon & Perreault (1999). Relationship adaptation is measured as a two-item scale developed by Helfert, Ritter & Walter (2002). Finally, relationship performance is measured by adapting an eightitem reflective scale from Ashnai, Henneberg, Naudé, and Francescucci (2016). All scales use a 5-point Likert-type scale from 1 (strongly disagree) to 5 (strongly agree). Partial least squares (PLS) path modelling was used to simultaneously estimate both the measurement and structural components of the model. The model shown in Figure 1 was analysed using PLS software XLSTATPro (Fahmy, 2019).

Results and/or Discussion and Contributions

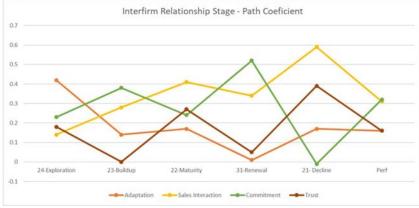
The model identified in Figure 1 tested the influence of relationship adaptation, sales interaction, commitment and trust on relationship performance over the relationship development stages. All four hypotheses are supported. Overall the model explains 57% percent of relationship performance. A multigroup analysis was conducted in XLSTATPro (Fahmy, 2019) to test for significant differences between different relationship development stages (see Table 1 and Figure 2). The results show that the renewal stage of relationship evolution accounts for only a small 10.4% of respondents. Commitment is the dominant variable influencing performance during renewal followed by sales interaction. Adaptation and relationship trust do not show any statistically significant differences during the renewal stage of development. Overall, the results show that adaptation has a stronger effect on performance during the early stage of relationship exploration but declines in importance as the relationship matures. Sales interaction also has a stronger effect on performance as the relationship matures. However, the strongest influence on performance during the renewal stage is commitment.

Table 1 Overall Model β coefficient contributions

Variable	Exploration	Buildup	Maturity	Renewal	Decline	Perf
Adaptation	0.42***	0.14^{ns}	0.17***	0.01^{ns}	0.17^{ns}	0.16***
Sales Interaction	0.14**	0.28***	0.41***	0.34***	0.59^{ns}	0.31***
Commitment	0.23*	0.38***	0.24***	0.52***	-0.01 ns	0.32***
Trust	0.18**	0***	0.27***	0.05^{ns}	0.39^{ns}	0.16***
R ² for Model Performance	0.73	0.41	0.62	0.64	0.86 ns	0.57***
# Respondents	100	121	220	52	7	500
% of Respondents	20	24.2	44	10.4	1.4	100.0

Note: All variables p<.001 ***; p<.05 ** p<.10 *, ns. Overall sample N=500.

Figure 2. Path coefficients -Influence of BRHI on selected variables



Implications for Theory and Practice

The findings show that interfirm relationship performance varies with each stage of evolution and that different variables operate to influence performance at different stages. It seems that relationship renewal can be successful but only with significant sales interaction and a rising

level of commitment despite a low level of relationship adaptation. This points to the need for practitioners to carefully monitor their interfirm relationships over time and carefully consider how they might lift adaptation activities in their interfirm relationships as a buffer to over reliance on sales interaction activities.

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What drives biopharmaceutical-CRO alliances? Digitalisation?

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Abstract:

Scholarship investigating what forces drive biopharmaceutical firms to become co-dependent on R&D contract research organisations (CROs) is scarce. As a phenomenon, CROs are predicted to reach \$54.7 billion by 2025, infiltrating critical R&D activities like development (Grand View Research 2019a). A systematic literature review was undertaken to examine biopharma-CRO relationships. It confirmed that biopharma firms percieve CROs as unavoidable alliance, with decisions to use CROs more about "when" and "how" to optimise the relationship, not "if". Reliance is being fueled by poor productivity, escalating costs, digitalisation and compounded by unique commercialisation complexities. These challenges offer novel insights to those seeking to prepare for the emerging fourth industrial revolution. We highlight three research agendas: (1) CRO contribution to biopharma marketing; (2) CRO B2B marketing; and (3) the impact of digitalisation. It is hoped such research might provide guidance to B2B marketing managers and policymakers seeking to foster economic growth.

Keywords: Digitalisation – Strategic Marketing – Biopharmaceutical-CRO B2B Relationships

Introduction and Research Aim

The emergence of the fourth industrial revolution (4.0) ushering in a convergence of disruptive forces like digitalisation, biological and human health (Chung & Kim 2016). This will potentially alter the way in which commercialisation and B2B alliances are formed and managed (Niosi & McKelvey 2018). The biopharmaceutical (biopharma) industry involved in biotechnology (biotech) drug development provides a useful contextual setting to understand how future industries might tackle 4.0. Future 4.0 B2B alliances will also progressively involve nonmodular, highly tacit, complex, multi-disciplinary, global collaborations not dissimilar to the idiosyncratic aspects occurring in biopharma-CRO relationships (Kamuriwo & Baden-Fuller 2016). But such research is lacking. This paper aims to undertake a strategic literature review (SLR) exploring the influences driving biopharma-CRO relationship formation and present a small glimpse into possible future marketing research avenues.

For the purposes of this paper, biopharma firms as those that seek to commercialise their biotech inventions. CROs provide R&D commercialisation services to biopharma firms on an outsourced or contractual basis. Globally, there are over 1,100 CROs with an estimated market value of \$56.3 billion (Dezzani 2018). In 2016, CROs captured over a third of global R&D drug development budgets, with predictions it would increase to 48 percent by 2020 (Wilson, Willoughby & Wallach 2016, p. 9). Today, CRO growth is being fuelled global and service expansion into critical or core firm R&D activities like discovery now worth an estimated \$5 billion globally (Grand View Research 2019). Such moves ignore traditional outsourcing research that suggests that outsourcing core activities exposes firms to risks like provider dependency. This pre-clinical growth is occurring irrespective of firm size, fuelled primarily by CRO uptake of digital technology and industry concerns that drug development productivity and investment returns are stagnating or declining (Chilukuri, Fleming & Westra 2017; Contract Pharma 2018).

Yet, research exploring this phenomenon is wanting. B2B literature often discusses biopharma alliances as a homogenous group (Martínez-Noya & Narula 2018), or prefer exploring more "glamourous" alliances such as between emerging and larger biopharma firms (Mirowski & Van Horn 2005). Lack of CRO interest might also stem from emerging negative industry perceptions of CROs as being an unavoidable commericalisation requirement, rather than a strategic advantage (Lamberti et al. 2018). Industry commentary suggests that the use of CROs is less whether (or not) one should use CROs, but more of when, which and how best to optimise CRO services (Fassbender 2018; Brennan 2014). In addressing the above, this study is guided by a broad research agenda:

What does the literature suggest influences biopharma to use CROs relationship(s)?

We address two research questions in line with this aim:

RQ1: How has academic literature characterised what influences biopharma firms to use CROs? Does this consider B2B marketing and digitalisation?

RQ2: What opportunities exist for future research?

Methodology – Systematic Literature Review

A SLR broadly following steps outlined by Tranfield, Denyer and Smart (2003) was undertaken (Swani, Brown & Mudambi 2019). The Scopus database was used because it offers the largest peer reviewed multidisciplinary databases (Burnham 2006; Chadegani et al. 2013). Searches combining terms relating to CROs (i.e. "service provider" and "clinical research organization"), service type (i.e. "R&D outsourcing"), and relationship type (i.e. "B2B",

"partnership" and "alliance"). Scopus produced 375 search results from 1992 to present. These were filtered, only including English language literature. A secondary search of the EBSCO database was also undertaken, but no significant new publications located. Duplicates were removed. Papers reviewed only included those addressing CROs in a biopharma context, producing 219 results. Results were placed into Word documents and set-up for Leximancer analysis. Stemmed words were merged like "CRO" and "CROs". Research specific and common language words were removed like "used" and "findings".

Results and/or Discussion and Contributions

Leximancer software offers impartial text analyses, producing a visual concept map where key concepts are clustered into common themes which are assigned names "based on the most prominent concept in the cluster" (Wilk, Soutar & Harrigan 2019). The Leximancer analysis revealed there is an overemphasis in literature on new product development and the CRO provider of clinical services. The dominant theme "pharmaceutical" was related to concepts like "companies", "clinical", "services", "outsourcing" and "R&D" (in this order). For instance, the concept "clinical" was linked to aspects like trials, study, regulatory, medical, global, and quality. Literature provided consistent narratives confirming that biopharma firms have become increasingly reliant on CROs for clinical studies due to drug development operating in a highly complex global regulatory environment (Beach 2000, p. 245). CROs were viewed as "an essential tool" for uncertain, "high stakes" or risky risk undertakings (Drabu, Gupta & Bhadauria 2010).

Most literature discussed factors influencing biopharma-CRO alliances from both macro (regulatory) and micro perspectives. Given the biopharma industry is resource and cost prohibitive, scholars tended to discuss factors driving alliance formation from resource (i.e. knowledge-based, resources-based views) and efficiency (i.e. agency and transaction costs economies) perspectives, with some considering other theories like social exchange perspectives. In the last decade, literature has detected a certain degree of exasperation towards CROs. Viewed as failing to resolve complexities, uncertainties, high costs and wavering productivity:

"Outsourcing practices among small, medium, and large sponsor companies remain inconsistent and deliver mixed levels of satisfaction and performance." (Wilkinson et al. 2019).

A recent PwC report discovered that there was no "gold standard" CRO provider (PwC 2014). It identified that Big Pharma begrudgingly viewed CROs as essential but found locating high quality CROs problematic. Such difficulties meant managers abilities to locate and manage CRO lagged behind their high-tech counterparts (PwC 2014). There was a notable B2B "disconnect" of what amounted to "high quality performance", with many biopharma firm managers confessing to unrealistic expectations or bias's against CROs. Often inhouse efforts were attributed to positive outcomes, where failures were attributed to CROs (PwC 2014). The authors recommended CROs develop better communication strategies, providing more "compelling performance data on an ongoing basis" (PwC 2014, p. 19). Yet, CRO marketingrelated research was notably absent from our review. This is a concern because firms benefit from holistic strategic agendas that brings together R&D and marketing alongside the entire firm's strategic direction. As a starting point, we offer three broad future research agendas.

¹ See authors for full explanation of the search strings and methodology.

Biopharma Marketing: The Leximancer analysis identified a general separation between biopharma-CRO alliances and strategic marketing imperatives. Themes like "services" which were linked to market, were more concerned with the CRO market size and need to undertake collaborative activities, rather than broader strategic management and marketing activities. Sismondo (2009) suggests CROs are largely "ghosts" in biopharma firm marketing activities. Nevertheless, early observations by Hecker, Preston and Foote (2003) suggest that CROs can play pivotal marketing roles for biopharma firms. Research confirms that when firms report positive clinical trial outcomes this sends positive signals to venture financers (Plaford 2018). When emerging biopharma firms engage highly embedded strategic partners (like CROs) this gives them access to useful networks and improves their overall performance (Bhalla & Terjesen 2013). Future research might look at how biopharma firms, particularly those publicly traded, are impacted by faster and higher volumes of digitalised information provided by CROs. Given biopharma operates in a highly regulated environment "legal limitation and issues related to B2B advertising is another avenue for future research" (Swani, Brown & Mudambi 2019, p. 7).

CRO B2B Marketing: Traditionally CRO selection was conducted in a "decentralized way not a priori" where CROs sought to convince biopharma firms to use their services (Haour 1992). Since that time, the process of selecting CROs has slightly altered, with firm's also taking a proactive role in seeking out CRO services (Balconi & Lorenzi 2017). Yet, few have investigated how biopharma firms locate, vet and perceive CROs (and vice versa). This would seem to be useful for nascent biopharma firms lacking resources, and CROs seeking new clients. According to Shah and Swaminathan (2008, p. 471) partner selection researcher is scant: "Therefore, understanding when and why certain partners are more attractive is an important research issue for achieving a better understanding of successful alliances."

Digitalisation: Leximancer linked the theme "**R&D**" and "**outsourcing**" to outlier concepts like *technology* and *innovation* respectively, unearthing evidence that literature is starting to identify digitalisation as a major CRO service offering:

IT is gaining greater significance at each stage...CROs are able to maximize work within the CRO global development, to support the notion of a fully integrated outsourced company; facilitate the use of similar business processes and norms, reusing established CRO standards and improve CRO operational decision making within outsourced studies by providing consistent and current information across outsourced and in-house activities." (Stamenovic & Dobraca 2017, p. 203).

Industry discourse has tended to discuss digitalisation in terms of its benefits, how it has impacted the breadth of services, and the need for firms to keep pace (Leclerc & Smith 2018; Patidar, Vinchurkar & Balekar 2018). Future academic research might seek to build on these observations by investigating biopharma perceptions of digitalisation, particularly focusing on if this alters CROs choice. Researchers might also wish to compare biopharma firm perceptions of bespoke emerging digital CROs against larger CRO counterparts. This is important because larger CROs recently like IQVIA, are beginning to acquire digital health providers like IMS Health in order to expand their digital service offerings (IQVIA Institute 2019). Research might study: how biopharma firm strategic decisions might be altered by access to the CROs digital consumer-data services; how digitalisation alters firm business models and absorptive capacity; or increases firm reliance on CROs as digital knowledge providers.

Implications for Theory and Practice

The SLR revealed ample opportunity to extend academic research in biopharma-CRO and to aid practitioners engaged in 4.0 B2B alliances. We offer new research areas relating to: (1) strategic biopharma marketing; (2) CRO B2B marketing; and (3) digitalisation. In undertaking this it is hoped that will aid academic scholars, practitioners and policy makers seeking to contribute to economic growth in the fourth industrial revolution (AusBiotech 2015).

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SME niche co-creation: A service ecosystem perspective

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Abstract:

Competing in niches is a fundamental marketing strategy for Small and Medium-sized Enterprises (SMEs) in business-to-business markets (B2B) yet the influences that determine the niches in which firms compete are unclear, particularly when SMEs expand their sales into other countries. Using multiple case studies of competing firms in a single B2B industry sector and applying service-dominant logic, this research found that niches were determined in response to resources supplied or withdrawn by early customers, sales channels, shareholders and competitors. We show how niches are dynamic, path-dependent resource spaces co-created with market actors in international markets and recognized in hindsight. As they internationalize, SMEs help co-create new niches in response to new values in new contexts.

Keywords: Niches, Co-Creation, SMEs

Introduction and Research Aim

To avoid competing directly with larger firms, small- and medium-sized enterprises (SMEs) operate in niches (Audretsch et al., 1999) – loosely understood in marketing as small gaps in the market consisting of a limited number of customers with similar needs and free from competitors (Dalgic and Leeuw, 1994). Determining the niche in which to compete is a basic strategic choice for SMEs that is central to marketing strategy (Toften and Hammervoll, 2009). To deliberately target specific niches as an ex ante strategy, SMEs seeking to sell in international markets would need access to detailed, accurate information about current and future markets in multiple countries, which seems unrealistic in the fast-moving global B2B marketplaces where internationalizing SMEs are typically found (Fernhaber et al., 2007). For small resource-constrained firms innovating in high technology contexts, it is of theoretical and practical importance to understand how they come to be in specific niches that enable them to access the resources needed to sustain value-creating strategies in international markets. We address two research questions in line with this research objective:

RQ1: How do internationalizing SMEs determine the niche in which to compete?

RQ2: How does an internationalizing SME's niche change over time?

Conceptual Background

Conceptually, managers of internationalizing SME firms are assumed to make an ex ante choice about which niches to enter, based on firm resources and capabilities (Gabrielsson et al., 2008), and then grow by replication in multiple countries (Cannone and Ughetto, 2014). This is inconsistent with empirical findings that internationalizing SME use emergent strategies (Crick and Crick, 2014) implemented in response to market and industry changes (Toften and Hammervoll, 2009).

Market identification is a socially constructed value-creation process, with multiple market actors co-creating markets (Saarija, 2012; Wieland et al., 2017) so that markets "become" rather than "are" (Kjellberg et al., 2012). While the emphasis has been on actors such as customers and channel partners (Storbacka and Nenonen, 2011) as the value co-creators, competitors are also actors that directly influence how markets are created. Micro-level firmto-firm, value-creating service transactions are embedded within meso- and macro-level institutional contexts that affect how that value is understood, particularly across different service ecosystems in different countries (Akaka et al., 2013). There is a need to revisit traditional marketing explanations of niche determination and introduce the SDL concepts of market co-creation. Our intended contribution to international B2B marketing adds to understanding of how new niches are discovered and/or created. By applying service-dominant logic (SDL) (Vargo and Lusch, 2011), particularly focusing on resource integration, we use internationalizing SMEs to provide extreme marketing strategy examples to contribute to theory relevant to other international and domestic B2B contexts (Akaka et al., 2013; Cuervo-Cazurra et al., 2016).

Methodology

Our study used multiple case studies, suitable for "how" and "why" questions (Eisenhardt and Graebner, 2007), from a population of firms in the Fleet Management Systems (FMS) industry segment in New Zealand. NZ had generated many firms in FMS relative to our small domestic market size yet was small enough to gather data on all the firms of the industry. Industry studies enable understanding of the competitive relationships between firms within their environment while maintaining a perspective of all the competitors (McKendrick, 2001). The first author conducted face-to-face semi-structured interviews in two phases with 8 firms (we constructed a ninth case from publicly available data), almost a census of the ten internationalized NZ-heritage firms from the NZ FMS sector. Over 30 hours of interview recordings were transcribed and entered into NVIVO qualitative data analysis software. The data were analysed abductively, moving between theory and data as we built an understanding of start-up, internationalization and maturity over 15 years among a group of interrelated market actors as their industry evolved from the formation of the pioneering firms in the NZ sector in 2000 to industry consolidation in 2014. We present the case context of the FMS industry in NZ, the growth of all 9 case firms and their niches, and the niche determination patterns of three firms showing the widest variation (Cuervo-Cazurra et al., 2016) within this competitive population. A cross-case analysis summarizes the influences on niche determination

Results, Discussion and Contributions

Three key themes can be identified in the niche strategies of the nine internationalizing SMEs over time. First, all firms targeted niches in some form. In the early stages of the industry, prior to 2007, pioneering firms created horizontal niches based on hardware technology but, as the industry matured, firms specialized into vertical niches. Second, most firms did not *ex-ante* identify a single niche early in their development and then continue to pursue that target. Only one SME appeared to have identified an opportunity then continued to methodically build a product, succeed in that target niche and internationalize in the same niche. Most firms kept changing their niche in response to competitor actions and opportunities identified by customers, then later made sense of where they had created value. Third, when firms internationalized, most did not follow the replication logic of targeting global niches.

Our study found that the niches in which SMEs competed were seldom planned and were often co-created in response to other firms' actions. Actors such as early customers, sales channel partners, shareholders and competitors enabled or restricted access to environmental resources, which changed the niche options available to the firms. Consequently, firms in the study often changed niches when they internationalized, rather than replicating their domestic niches. Our results show how niches are an evolving resource space discovered *post hoc* by SMEs as a consequence of competing. Early customers, sales channels and shareholders co-create niches with SMEs, and this finding challenges the traditional concept of *ex ante* niche targeting prevalent in the marketing strategy and SME internationalization literatures. This implies firstly that the marketing conception of niches needs to return to the original, ecological definition of resource spaces (Hannan et al., 2003). Second, niches are dynamic because market actors, particularly competitors, change niche resources over time. We apply SDL to show that, third, SMEs co-create new niches as they internationalize in response to new values in new contexts (Wieland et al., 2017). We argue that niche dynamics are evolutionary and path dependent, in which evolutionary timing changes niche options.

Implications for Theory and Practice

We encourage marketers to pay greater attention to competitors as market actors that influence how value is co-created. Researchers should investigate in detail how actors interpret each other's moves to understand how quickly ecosystems change. The linkages between SDL and evolutionary theory also need further development. Implications for international marketing practice are that early entrants in emerging and growing industries need to prioritize capturing valuable resources for co-creation, such as sales channels. Later entrants need to consciously evaluate customers, sales channels and shareholders for the value they contribute to niche co-creation and closely monitor the activities of SME competitors and not just large firms.

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G2G exchange: Lofty goals and sour outcomes

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Abstract:

Government-to-government (G2G) exchanges have significant economic and social impacts, yet they present unique challenges for value creation that are not captured in the current literature. The purpose of this study is to explore how value-in-use goals are negotiated and realized in G2G exchanges. Theoretically, this study is grounded in customer value, institutional theory, and organizational boundary literatures. Empirically, we draw insights from a deep single case study that involves a three-year project worth of 7.5 million Euros between a government donor (buyer) and a government funded university research centre (seller). Findings indicate that in G2G exchange, the 'lofty' goals of both the buyer (economic/political/social reforms) and the seller (publications and academic prestige) become often muddled in the wake of unrealistic expectations and institutionalized organizations, which result in subpar and 'sour' outcomes. This study contributes to B2B marketing theory and practice by opening the black box of value-in-use in G2G exchanges.

Keywords: G2G exchange, value-in-use, institutional theory.

The concept of exchange is central to marketing (Hunt, 2014; Bonoma & Kosnik, 1989). Yet, exchanges with one of the largest customers, government, has rarely been studied, with a few exceptions (Josephson et al., 2019; Perkmann et al., 2013). Yet, this small body of literature does not consider the implications of government being both the customer and supplier. These exchanges are nevertheless pervasive. For example, government often buys and supplies defence; the UK defence budget for 2019 is 56.2 billion euros and a significant proportion is directed towards contract research with universities. Governments also buy and supply health research, e.g. through hospitals or research institutions. We call this a government-to-government (G2G) exchange and note that research in this area is nearly non-existent.

At the same, customer value-driven exchange strategies have become increasingly popular approaches in contemporary business markets (Eggert et al., 2018). Organizational actors are now increasingly encouraged to ask and deliver value, business impact, or bottomline results instead of goods and services (Terho et al., 2017; Keränen & Jalkala, 2014). This is particularly important in the government sector, where the annual spent on exchanges is often staggeringly high (Meehan et al., 2017). Yet, at present, we know almost nothing about value-driven exchanges in the G2G context. For example, Lilien (2015, p. 544) states that "there is virtually no academic work on sales to the military or to federal, state and local governments in the US or elsewhere". The aim of this study, therefore, is to increase understanding of the value-in-use in G2G exchanges. Consequently, we address the following research question:

RQ1: How are value-in-use goals negotiated and realized in G2G exchanges?

Background

In the current B2B marketing literature, customer value is increasingly conceptualized as value- in-use (Grönroos, 2011; Macdonald et al., 2016) that fulfills actor-specific goals and desired value outcomes. It is commonly accepted that the value-in-use goals are always subjective, temporal and socially constructed perceptions that are co-created and negotiated with multiple stakeholders in wider social systems (Aarikka-Stenroos & Jaakkola, 2012; Jaakkola & Alexander, 2014). The resulting value outcomes can be experienced and realized in many forms (Mustak, 2019), at multiple levels (Macdonald et al., 2016) and by several actors within and beyond the core business dyad (Jaakkola & Aarikka-Stenroos, 2019). Yet, at present, most of the current value theories are limited to insights from B2B (or B2C) contexts (Kumar & Reinartz, 2016; Eggert et al., 2019).

In this study, we argue, and subsequently demonstrate that G2G exchanges provide a unique context for value creation that cannot be sufficiently explained by using current B2B marketing theories and frameworks. Specifically, we see at least five distinctive factors differentiating G2G from B2B exchanges that have implications for value creation.

First, in contrast to B2B exchanges, government entities supply and procure on behalf of users (citizens) who are seeking cost effective individual, social and cultural benefits, rather than revenues and profit. Second, whereas B2B exchanges involve usually many exchange partners, most countries only have one government (albeit at different levels), which implies that more homogenous and resilient exchange norms are present. Third, in most legal systems, one government party cannot take another government party to court, which requires different enforcement mechanisms compared to B2B system. Fourth, G2G exchanges tend to focus on long-term and future oriented outcomes, whereas in B2B the focus is usually on relatively short-term and near present outcomes. Finally, the more elongated

time frames of G2G planning horizons, along with the social and cultural constraints and expectations usually lead to inertia, stiffness and inherent tendency for nitpicking (Meyer, 2015) and politically demarcated boundaries (Klijn & Teisman, 2003) creating a complex, multi-layered and resilient environment for value creation.

Methodology

In this research, we are interested in one particular type of G2G exchange: research projects between government agencies and government-funded universities. Most of the world's oldest organizations are universities, with some older than a thousand years, resulting in multiple layers of rules, norms, values, and meanings that are carefully built up over different eras of history (Donoghue, 2008). What this implies for the exchange is that the processes by which meaning is constructed, trust is built and knowledge is communicated are institutionally embedded (Giddens, 1984; Uzzi, 1997) adding to the already institutionalized nature of G2G exchanges.

To explore value-in-use in G2G exchanges, which is a relevant, yet grossly understudied area, we adopted an abductive research strategy (Dubois & Gadde, 2014) and a deep and expansive single case study approach (Yin, 2018). Our empirical data includes 31 semi-structured interviews with key stakeholders from purposively sampled (Patton, 2015) research project between a government donor and a university research centre. In addition to primary data, the first author had access to a wide range of rich and sensitive secondary data, including original project proposal, funding agreement, project work plan, project transition plan and confidential memos of project advisory board meetings. The secondary data sources enabled the researchers to triangulate, confirm, and verify the emerging findings, thus improving theory building from empirical insights (Yin, 2018).

Results

The findings indicate that actors engage in G2G exchange usually with lofty goals and high aspirations that go significantly beyond economic objectives, and include a variety of long-term, often radical political and social impacts. Yet, due the special characteristics of G2G exchanges, these goals are often muddled during the complex, tenuous, and highly institutionalized exchange process, and in the end, usually translate in unsatisfactory and sub-par outcomes in several respects. Based on the emerging and empirically grounded findings, we develop a conceptual framework that describes a wide range of different economic, social, and political value-in-use goals related to G2G-exchange, the key factors that influence and hinder the realization of these goals, and the resultant, often sub-par value-in-use outcomes experienced by different actors.

Implications for Theory and Practice

This study makes major contributions to current value-driven B2B marketing theory and practice (e.g., Eggert et al., 2019) by opening up the highly relevant, yet dreadfully understudied area of G2G exchanges and value creation therein (Grewal & Lilien, 2012). From practical perspective, aligned with the conference theme – Winds of Change – this study offers important implications for policy makers and government officers. We illustrate how governments engage in massive, multibillion exchanges with universities that ambitiously aim for economic, political or social reforms and interventions in the marketplace, yet get often muddled during the exchange process, and result in subpar outcomes and unsatisfactory economic, social, and political impacts that fall short of expectations in many respects.

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The role of commitment and knowledge sharing on customer's satisfaction in a triadic setting

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Abstract:

Authors of most of the existing studies have acknowledged that companies across a wide range of industries are looking for relational advantages through the supply chain process, and suppliers and customers can be important entities in this endeavour. Yet, despite the growing recognition of supplier and customer knowledge in innovation, their commitment to and satisfaction in a triadic setting remains insufficiently understood. To address this limitation, this study builds based on qualitative and longitudinal data pertaining to four industrial manufacturing firms. The obtained results indicate that collaboration with customers and suppliers with the aim of increasing their satisfaction level requires commitment from both entities, as well as their willingness to share knowledge. Our study further reveals that mutual commitment in business-to-business relationships can help all actors to focus on their activities while being aware of the other parties' needs and expectations.

Keywords: Relation commitment, customer satisfaction, Knowledge sharing.

The need for and the importance of sharing knowledge with external firms has been investigated in various fields, especially in studies on customer and supplier collaboration (e.g. Mahr et al., 2014; Cui and Wu, 2016; Kim and Chai, 2017). Knowledge sharing customers and suppliers is key for a successful collaboration for the focal actor since it inevitably increases the customer satisfaction. The need for sharing knowledge stems from the supplier-customer nature of business relationships in which the solution knowledge is on the supplier side and the need knowledge is held by the customer firms (Ylimäki, 2014). In a supply chain setting, this can be regarded as a triadic relationship (Wikner and Bäckstrand, 2018). The need of sharing knowledge along this triad is especially important in collaborative project innovations and customizations. Accessing complementary knowledge by collaborating with suppliers and customers has been previously discussed in literature (Rosel et al., 2017; Eslami et al., 2018). However, the field lacks a comprehensive understanding of knowledge sharing in terms of content of knowledge contribution and its relation to mutual commitment (e.g., Zhao et al., 2008). In fact, in a triadic perspective of collaborating with customers and suppliers, knowledge contribution can differ from the different actors. Also, it is important to understand the role of suppliers and customers' inclusion and commitment in this context and also understand how these commitments can influence knowledge sharing and customer satisfaction. Thus, the purpose of this study is to investigate the role of commitment on knowledge sharing with customers and suppliers and customer satisfaction.

Background and/or Conceptual Model

Our study takes a triadic perspective of a B2B relation by placing it in the context of the supply chain. It includes the customer, its supplier (the focal actor) and a second-tier supplier (the focal actor's supplier). More specifically, our study highlights the need for the focal actor to regard the customer needs and requirements also at the supplier interface and vice versa, to regard the possible supplier solutions in the customer interface, see figure 1.

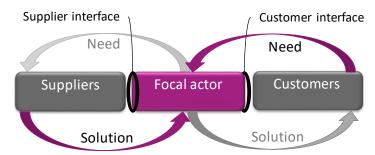


Figure 1 – A triadic perspective of the customer needs and the supplier solutions.

Methodology

A qualitative approach was adopted in this research, whereby multiple case studies were used to conduct a comparative study. A qualitative approach was chosen since we aimed to elucidate how commitment contributes to knowledge sharing and consequently satisfaction. We conducted a careful case selection based on theoretical sampling (Patton, 2002), whereby we sought four cases related to collaborative product development projects where suppliers and/or customers made important contributions. All the firms included in this study are located in Sweden and are recognized as knowledge-intensive companies that perform their own independent R&D and have a long tradition in innovation. Data was gathered through semi-structured interviews, workshops, informal discussions, company visits, and secondary source reviews. In total, 22 semi-structured interviews and nine workshops were performed. The interviews were conducted face-to-face with managers and engineers in purchasing, marketing,

R&D, and manufacturing units. Together with top management in these firms, suitable projects to study were identified. By cross-case analyses and comparisons, patters in the relationship among commitment, knowledge sharing, and customer satisfaction were identified and conceptualized. The research has therefore applied an inductive approach where the creation of a conceptual framework is based on empirical data. According to Wacker (1998), theories developed using analytical research methodologies are refuted by empirical evidence, while theories developed using empirical research methodologies are refuted by internal consistency. Our future research will hence focus on testing the conceptual framework in new empirical settings.

Results and/or Discussion and Contributions

Our study adds to the current research in this field by taking a triadic perspective of business to business marketing in line with the strategy adopted by Wikner and Bäckstrand (2018). Despite the growing recognition of relevance of knowledge sharing in a business to business context, the results yielded by our study provides additional insights by addressing how knowledge needs to be shared with customers and suppliers. In particular, the study shows how the commitments and contributions from customers and suppliers differ from each other. The contributions of knowledge that need to be shared with customers tend to focus on understanding the requirements, whereas the content of knowledge sharing with suppliers could be focused on developing new solutions. In this triadic perspective, the focal firm acts as the coordinator between suppliers and customers and leads the product development process. In addition, the result of our study shows that different commitments are needed and can help all actors to focus on their activities. The commitment from customers and suppliers can also differ in terms of time of collaboration. In fact, when customers are more committed to collaboration, the focal actor can expect to receive suggestions and feedback on the suggested solutions that could be implemented by the suppliers. In addition, the suppliers' commitment increases the level of knowledge available in the triad, which can open new paths toward innovative technologies and solutions that the focal actor, and subsequently the customer, are expected to receive. Moreover, our study findings also indicate that customer satisfaction is not only increased by commitment and knowledge sharing between the customer and focal actor but is also influenced by commitment and knowledge sharing between the supplier and the focal actor. However, when direct knowledge sharing between the customer and the supplier is required, customer satisfaction may decrease.

Implications for Theory and Practice

The study has different theoretical contributions. First, in comparison to existing literature on collaboration with suppliers (Ragatz et al., 2002; Johnsen, 2009) and customers (Lagrosen, 2005; Feng et al., 2010), the contribution and commitment combines both supplier and customer relationships and the following activities. Second, even though the existing literature has discussed knowledge sharing and commitment in general, it has not discussed the content of knowledge sharing in a triadic perspective and its relation to the level of commitment and satisfaction. This study also gives practitioners guidance of how-to set-up the B2B supply chain in the context of customizations or innovative projects when customer satisfaction is of essence. In practice, commitment is needed not only in the customer-focal actor relation but also in the focal actor-supplier relation and knowledge between the actors need to be shared, but always with the focal actor as the intermediary actor since it is their responsibility to handle both relation and deliver customer value.

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Exploring requirements of digital servitization and value co-creation

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Abstract:

Following a servitization, many industrial manufacturing firms have recently started the process of developing requirements for digitalization in order to interact more closely with customers through value co-creation. However, many of these requirements, in the context of digital servitization, are presently unexplored. To address this, a qualitative study was conducted using a case study approach, including two case companies. This paper discusses and reviews the requirements for digital servitization to facilitate value co-creation. Specifically, in order to successfully use digital servitization for value co-creation, managers need to consider certain requirements, such as adopting appropriate business models, exploring technical and sales capabilities, and developing customers' and manufacturing firms' mindsets.

Keywords: Servitization, value co-creation, digitalization

During the last decades, researchers have started to recognize the importance of transitioning industrial manufacturing firms towards servitization (Kohtamäki et al., 2013: Lenka et al., 2017). One of the reasons for this is that services have become a more important value driver and the dependency on the physical product has decreased. Recently, companies have started to rely much more on digital servitization, as it offers new ways of providing products and services to their customers through the use of digital technologies (Porter and Heppelmann, 2015). As the extent of collaboration between firms and customers increases through digital servitization, it has been found to enable value co-creation. Traditionally, manufacturing firms focused on the physical value production, but now a broader perspective on strategies and practices, as well as an alignment with customers on their value-creation activities are necessary. However, value co-creation with customers can lead to challenging situations, which in turn result in some new requirements for industrial manufacturing firms (Baines et al., 2017). Although authors of recent studies have investigated the importance of digitalization in value creation with customers (Breidbach and Magilo, 2016; Li and Found, 2017), there are few studies that explain how manufacturing companies can achieve successful digital servitization and value co-creation.

The purpose of this paper is:

To examine the effect of digital servitization on value co-creation in industrial manufacturing firms.

One research question is addressed in line with the purpose of this work:

RQ1: What are the requirements for digital servitization to facilitate value co-creation in industrial manufacturing firms?

Background and/or Conceptual Model

Digital servitization has been discussed as influencing the collaboration between customers and manufacturing firms (Breidbach and Magilo, 2016; Lenka et al., 2017). Owing to the emergence of new business models and digitalization, communication becomes more frequent and has developed greater depth, which can bring advantages to both sides. This promotes closer collaboration between customers and manufacturing firms, since many digital service solutions are based on long-term relationships rather than one-time transactions. In addition, this approach creates opportunities for value co-creation, where the customer attains more power in creating a new solution. In this situation, manufacturing firms adopt the role of a value enabler, by providing digital service solutions, while the customers act as value creators (Grönroos and Voima, 2013). However, existing research has discussed that this process needs better understanding in terms of the requirements (Baines et al., 2017; Kohtamäki et al., 2013). Some studies emphasized some of these requirements - such as an appropriate organizational structure (Sjödin et al., 2016), a new internal mindset (Kohtamaki et al., 2015; Story et al., 2017), and advanced technological knowledge (Smith et al., 2014) - under which joint value creation is more likely to occur. Nevertheless, more extensive information on how these requirements enable the process of value co-creation between manufacturing firms and customers is presently lacking.

Methodology

This paper is based on a qualitative study that aims to secure a better understanding of the digital transformation of two case-study companies and to obtain their views on digital servitization and value co-creation, as well as the requirements that they felt were needed. Both companies have a long experience in hardware and equipment manufacturing and recently

started a digital transformation which influences their offerings. Alpha is part of a worldleading supplier of productivity solutions, which supplies tooling and assembly solutions. Beta is a leading provider of load handling solutions that focus on on-road load handling equipment. Both companies have started to provide more services which use digital technology and software around their physical products. In total, 17 semi-structured interviews have been conducted by the second and third mentioned authors of this paper during their thesis work. Based on the iterative research process, systematic analysis was conducted, comparing the empirical findings that emerged from the interviews with the existing theoretical knowledge literature reviews.

Results and/or Discussion and Contributions

Based on the results yielded by this work, three main requirements that need to be addressed in order to enable successful digital servitization and value co-creation were identified. These requirements influence the relationship between digital servitization and value co-creation. The first requirement concerns the mindset of manufacturing firms and their customers (cf., Story et al., 2017). The internal mindset within manufacturing firms requires a move from a productoriented mindset to a service-oriented one, for which top management support is essential. In addition, the customer mindset refers to the customer's understanding of the value that digital servitization offers them. The second requirement concerns the organizational capabilities (Coreynen et al., 2017). This includes sales and technical capabilities within manufacturing firms. The technical capabilities refer to the availability of the right skills to develop digital service solutions and to involve customers in a value co-creation process. The sales capabilities signify a new sales approach, targeting a different customer audience which needs to be addressed differently. The third requirement is about finding an appropriate business model and new revenue streams that could better serve the changed nature of business based on digital services (cf., Matthyssens and Vandenbempt, 2010). In fact, the new required business model could help manufacturing firms to support the delivery of digital services, adopt the changed relationship with customers and also be more consistently customer centric.

Implications for Theory and Practice

Guided by the study purpose, our goal was to expand upon the current understanding of how requirements of digital servitization can influence value co-creation. This research contributes to servitization research by highlighting the importance of digital servitization requirements for co-creating value. The study provides deeper insight on identifying additional, previously unexplored requirements concerning the mindsets of customers and of manufacturing firms, the technical and sales capabilities, and an appropriate business model. By exploring these three requirements, managers may gain a better understanding of what possible actions could be undertaken in order to maintain a competitive advantage in the industry, and also, how to differentiate themselves. In addition, by exploring interdependency between digital servitization and value co-creation, managers can discover opportunities and actions that need to be undertaken in order to develop a competitive advantage and to distinguish themselves in the rapidly changing industry landscape. However, at this stage, this paper points mainly to the interesting research questions which can reveal what practices and mechanisms are needed to be linked into the above requirements for enabling value creation. In addition, further study needs to investigate the extension of mechanisms for influencing the value creation.

Acknowledgement:

We would like to mention that this work is adopted from the thesis of Kromer and Johansson (2019).

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Institutional Recipe for Resource Coordination in Projects

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Abstract:

To ensure on-time and on-quality delivery of products and services, the resource integrating process within/across organizations, and the ability to manage changes and tensions are crucial. Starting with a dynamic view of resources and actor-to-actor orientation, this research will integrate the divergent directions in project management research and cooperation research in regard of factors that influence team cooperation in project execution. Project, as temporary organizational form, is characterized as lacking of repeated process and stable structure. From institutional perspective, the institutional misalignments in projects are assumed to be relatively significant than in other circumstances. Based on the qualitative data collected from two international Business-to-Business companies, this research intends to provide an institutional model for misalignment reconciliation in projects.

Keywords: institutions, resource coordination, projects

Resources are "not", they "become" (Zimmermann, 1951). This dynamic view shows the importance of specific contexts in which resources are operated and integrated. Edvardsson et al. (2014) noted that the process of resource integration itself as well as the coordination of resource-integrating actors remained largely understudied. We applied systematic literature review based on the Web of Science database for this study and found few researches applying institutional lens to exam the collaboration of resource-integrating actors in temporal organizational settings in business-to-business marketing, especially emphasizing the misalignment during the collaboration. This research intends to provide a feasible institutional model for project management.

The aim of this study is:

To investigate an institutional approach feasible for managing resource coordination in temporal organizational form

The main research question we intend to address is:

What are the main institutional misalignments and how can they be reconciled during resource coordination in temporal organizing form?

Background and/or Conceptual Model

Institutional analysis is taken as a tool in this research to explore the resource coordinating among actors in temporal organizing form. Institutions as humanly devised constraints that shape human interaction (North, 1990) and "context for action" are sources of stability and uniformity. However they do not necessarily determine actors' identities, perceptions, goals or behaviors. The Neo-institutionalism in organizational studies have been criticized for not paying sufficient attention to the role of actors and social agency (Clegg, 2010). Though theoretical approaches such as institutional logics (Thornton et al., 2012) institutional entrepreneurship (Garud et al., 2007) and institutional work (Zietsma and Lawrence, 2010) have responded to the issue, the contextualized interactions and processes, with limit number of researches such as Aguilera & Jackson (2003) and Geppert et al.(2003), are called to be further addressed.

Base on Actor-to-Actor orientation, in order to exam the dynamics of resource coordination among actors, we use project, a temporary organizing form, to look for factors and mechanisms that influence the co-work. Different from traditional organisations, projects have neither repetitive processes nor organization charts with stable positions and authority relations (Scott, 2014). The adaptation or change of institutionalized behaviors or conceptions of participants in projects can be difficult. Therefore the issues of institutional misalignment among the actors are assumed be more significant than permanent organizing forms.

In project management literature, such as project-base organizing (DeFillippi & Arthur, 1998) or inter-organizational cooperation (Powell et al., 1996), scholars mostly focus on organization and network instead of projects therefore neglect the influence of temporal dynamics on cooperation. Numerous studies on determinants of Project Management success (Pinto & Slevin, 1988) have mainly examed the relational embeddedness in projects, project structure and process (Lundin & Soderholm, 1995; Soderholm, 2005), project techniques (Thompson, 1967) and forms of materiality (Orlikowski, 2009) for improving project performance. But few of them have responded to the call, e.g. by Thornton et al. (2005), for the use of institutional logic-of-action. In cooperation research, factors such as multi-disciplinary understanding, team design, leadership, task nature, time constraints and etc. have been studied by many

scholars. However, according to our understanding, all these related aspects are literally covered by Scott's institutional pillar and carrier matrix, base on which we collect data to exam the institutional misalignment in project.

Methodology

Base on the Gioia (2012) methodology, we use semi-structured interviews to obtain both retrospective and real-time accounts by people experiencing the phenomenon of theoretical interest, also we focus more on the means by which organizational members go about constructing and understanding their experience and less on the number of frequency of measurable occurrences.

Semi-structured interview questions were developed base on Scott's institutional pillars and carriers. Convenient samples in two leading international manufacturing companies were obtained. A vibrant inductive model grounded in data supports the data-to-theory connections. We account for not only the major emergent concepts, themes and dimensions, but also for their dynamic interrelationship.

Results and/or Discussion and Contributions

According to all 2nd Order themes, Normative/Routines elements accounts the most of institutional misalignments in team cooperation in projects. Further aggregate dimensions will be presented at the conference. It is notable that interaction among institutional carriers related to regulative and normative pillars dominate the misalignment reconciliation. For example, when it was encountered with misperception or lack of shared understanding (Normative-Symbolic systems), a change of project team leadership was witnessed (Regulative-Relational systems). When there was no clear execution plan (Regulative-Routines) or clear goals defined (Regulative-Symbolic systems), different functions tended to focus more on their own work (Normative-Routines) and the execution counted more on the people (Normative-Relational systems). If there was a strong industrial leader to work with (Normative-Relational systems), the standard procedures was modified (Regulative-Routines). Both vertical and horizontal intervention among the carriers and pillars are visible.

Implications for Theory and Practice

Business to Business (B2B) marketing aims at meeting the needs of other businesses instead of individual consumers, and thus entails management of more complex business needs than consumer marketing. To ensure on-time and on-quality delivery of products and services, the complexity of resource integrating process within/across organizations, and the ability to manage changes and tensions are crucial. Projects can deliver change in a fast and flexible ways that cannot be achieved in the routine organization (Turner, 2008) and are very effective at attracting resources (Scott, Levitt & Orr, 2011).

Over the last decades, project management has developed a number of tools that can be successfully applied to combine knowledge, skills and technologies to improve projects execution. Nevertheless, there are still cases to be observed where the delivery of innovative industrial products are delayed, and where organizations are investing further efforts to achieve standardized intra-/inter-organizational operations. This research pioneers in exploring tensions during the resource coordination in team cooperation from institutional perspective, and intends to provide an institutional model with dynamic approach for problem-solving in different business-to-business situations.

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Trigger events and sustainable high growth small firms

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Abstract:

In an increasingly turbulent business environment, scholars are paying increasing attention to high growth small firms (HGSFs). In this paper we present the results of five in-depth case studies of HGSFs conducted during 2017-18 in the UK. We represent rich pictures (RP) of the phenomena of the HGSF process through the perspectives of those HGSF owners leading the businesses during this time. Drawing from the literature on trigger points which are events that lead to structural systemic growth changes for a firm and Black Swan Theory we identify large unpredictable events that causes the growth trajectory of a firm. We categorised these events into six distinguishable domains: 1. Marketing; 2. People; Recruitment and Development; 3. Strategy and Entrepreneurial Orientation; 4. Operations and Formal Systems; 5. Innovation; Product and Process and 6. Networking and Mentoring. Our results have both practical and theoretical implications.

Keywords: Trigger Events, High Growth Small Firms

High-growth small firms (HGSF) have the ability to drive productivity growth and contribute to regional and national economic performance more widely through job creation (Audretsch, Memtora, & Menendez, 2018). Consequently, HGSF have attracted interest from scholars and also policymakers engaged with entrepreneurship policy frameworks (Coad et al., 2014). In political discussions particularly, the contributions of HGSF are attributed to small- and medium-sized enterprises (SMEs) more generally. As distinct from SMEs, however, fastgrowing firms are the real contributors to job creation and do so disproportionately to their numbers in the economy (Storey and Johnson, 1987; Anyadike-Danes et al, 2015) but they are also rare, making them hard to study. Extant research in the area of HGSFs has been criticized for lacking strong theoretical foundations and for providing inadequate frameworks for understanding entrepreneurial growth (Brown & Mawson, 2015). Researchers have had difficulty in identifying the obstacles faced by managers of firms that have the 'potential to achieve high growth, but which have not done so' (Lee, 2014: 18) and identifying winners as the points that trigger growth are not easy to identify (Satteerthwaite & Hamilton, 2017). This paper reports findings of research that has successfully accessed and studied HGSF 'up close' in order to understand the factors that trigger a business' to move to a sustainable HGSF. By doing so, we contribute to understanding of HGSF processes by responding to demands for more research on the firm level characteristics and internal dynamics that lead to sustainable high growth (Krasniqi and Desai 2016; Brown and Mawson, 2013). Moreover, we highlight the role of unexpected, unpredictable critical events and triggers that can shift the knowledge bases and organizational learning processes of executives and entrepreneurs, underlining how HGSF occupy a precarious state as they achieve growth without fully understanding how to harness and deploy the characteristics that make the businesses so successful.

Background and/or Conceptual Model

Our theoretical framework is derived from merging "trigger points," defined as events that lead to structural systemic growth changes for a firm (Brown & Mawson 2013) and Taleb's Black Swan Theory (2007) to frame "Black Swan Trigger Events" (BSTEs): relatively large unpredictable events that causes the growth trajectory of a firm to radically change. Our approach is interpretivist; therefore an a-priori conceptual model was not developed, although a framework is being established from the results.

Methodology

A qualitative approach employing a retrospective interpretivist phenomenological epistemology was utilised (Leitch, McMullan, & Harrison, 2013) Most previous research into this topic has been quantitative (Brown & Mawson, 2013), which contributes valuable knowledge about the importance of HGSF to regional and national economies, highlighting a need for complementary qualitative work conducted at the firm-level to understand the processes through which HGSF attain this status. A multiple case study approach was used to enable the investigation and analysis of the replicable elements within the stories of the firms' rapid growth (Easton, 2010; Yin, 2014) and the causal connections between growth concepts (Stake, 2013). A soft Systems Methodology (SSM) was adopted, as part of a reflective process, to retrospectively unpick the strategic and tactical thinking and decision making that went on when and after, BSTE s occurred (De La Hoz Freyle, Florez, & Rincon, 2013), following a set of guidelines suggested by (Patching, 1990). Owner/manager participants drew RPs of the story of their rapid growth (Bell, Berg, & Morse, 2015; Berg & Pooley, 2013) before discussing the high growth story depicted by their drawing. Decision Explorer, was used to analyse data and allowed an understanding of the links between the BSTEs as well as provided insights into the tacit experience and knowledge of entrepreneurs and managers (Billsberry, Talbot, & Ambrosini, 2011).

The context of the study was HGSFs indigenous to the North East (NE) of England, a region that continues to face many regional disparities including relatively high unemployment and relatively low productivity (Adonis, 2013). The OECD definition of high growth small firms -"enterprises over 5 years old with average annualised growth greater than 20% per annum, over a three year period" (OECD, 2010) was used to identify eight HGSFs in the region. Managers/CEOs from five of these HGSFs agreed to participate in cases studies (two were discounted because of potential conflicts of business interests with the researcher/s, while another was excluded as they were going through an acquisition). Business to business marketing activities were pre-dominant in all 5 case studies.

Results and/or Discussion and Contributions

Our results highlighted how as each firm experienced BSTEs, it developed the capabilities to deal with the unpredictable occurrences and the opportunities presented. BSTEs relating to recruiting appropriate people, exploring and developing markets, identifying strategic opportunities, putting apposite systems in place, innovating and networking and mentoring were evidenced. The actions and decisions post the BSTEs, identified from this evidence, were categorised into six distinguishable domains: 1. Marketing; 2. People; Recruitment and Development; 3. Strategy and Entrepreneurial Orientation; 4. Operations and Formal Systems; 5. Innovation; Product and Process and 6. Networking and Mentoring For a marketing perspective, BSTEs often led to companies moving into new geographical territories or new product/service offerings. Service was important as stated by Case Study A "Customers would jump around from one provider to another because of price. We decided to start a business where we would never lose a customer because of our outstanding service."

All HGSFs understood the dynamics of the market and the buying behaviour of their customers. They had developed an "expertise and enjoyment in selling products and services combined with the ability to effectively negotiate and exploit the market" (Schofield et al., 2015, p. 4). For example "What I've always tried to do is that a) what I learned in here, talking to people was, try never to have a competitor, do you know what I mean? Try to find a way of working with them perhaps and ultimately then – Co-opetition rather than competition." (Case Study B). Each of the entrepreneurs had developed a clear vision for their business. They knew what they wanted from their businesses, which was derived from a belief in their own ability, their self-efficacy.

Implications for Theory and Practice

In this paper we attempt to address the dearth of research that has explored the interplay between the internal factors that affect small firm growth and the role that entrepreneurial processes play in growth (Miocevic and Morgan, 2018). We integrate theoretical underpinnings from Taleb's Black Swan Events and Brown and Mawson's trigger points (Brown & Mawson, 2013; Taleb, 2007), applying the concept of Black Swan Theory outside of the area of risk analysis providing a perspective and the antecedents of HGSFs come from (Autio & Heikki, 2016). Using in depth case studies we capture a 'rich picture' the phenomena of the growth story through the perspective of the entrepreneurial HGSF owners and how they built absorptive capacity and the dynamic capabilities of their business. A thorough understanding of marketing including a focus on B2B customers and competitors was a critical antecedent for Our results build upon and expand the works of Phelps et al. 2007 who conceptualise an absorptive capacity tipping point framework for firm growth and Brown and

Mason's (2016) conceptual work that suggests high levels of absorptive capacity can enhance dynamic capabilities and drive high growth firms. Practical implications will be discussed in more detail at the ANZMAC conference, and include recommendations for policy support and actions that may help drive static firms to become an HGSF and the development of a propensity framework for identifying nascent HGSFs.

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University research parks: a nexus for innovation?

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Abstract:

This paper proposes a university research park (URP) innovation network model to contribute to the salient discourse on the role of URPs as cross-functional drivers of innovation. Based on the conceptual model, four propositions are formulated to delineate how network diversity and an innovation culture impact innovation output. Using the developed model, four countries regarded as highly successful in terms of university-industry collaboration, are assessed and their innovation networks compared. Subtle differences in innovation network indicators of countries with high innovation output are magnified to highlight that innovation within URPs materialize as a result of the cooperation between multiple stakeholders within a dynamic innovation ecosystem. In contrast to previous research, this paper acknowledges the heterogeneity of URPs and contributes to the industrial marketing innovation literature by showing that even the most innovative countries, with efficient innovation industries, differ in terms of an innovation culture and network diversity among business-to-business partners.

Keywords: innovation networks, innovation culture, network diversity

The role of university research parks (URPs) in supporting regional innovation and development has long been recognized (Guadix et al. 2016; Kempton 2015; Link & Scott 2007). URPs strategically reinforce an underlying imperative of being catalysts for growth. University-industry or -tenant firm partnerships have the dual mandate of stimulating the absorptive capacity of innovation-relevant knowledge in a region (Trippl et al. 2018), and creatively translating that knowledge into economic activity (Lamine et al. 2018). For most economies, however, the formula for successful innovation remains obscure. Once regarded as the safeguard for the most advanced, innovation is now an imperative for all economies. URPs with a greater propensity to generate the accumulation of knowledge often provide superior collaborative opportunities, which becomes a seedbed for innovative ideas and novel business models – widely considered the 'engines' of economic advancement.

Knowledge, however, does not exist in a vacuum, and similarly, innovation seldom exists in isolation (Rybnicek & Königsgruber 2019). Widely used as a descriptor in a myriad of contexts, some argue the reference to innovation has become generic (Dobni 2008), and does not fully represent the complexity of the process (Asheim et al. 2017). Not all ideas lead to inventions and only a few are ever commercialized. Innovation furthermore only boosts economic productivity if it reaches the desired markets and is commercially successful. As a result, the intensified need to innovate by means of commercializing academic knowledge, has led to considerable research efforts exploring the impact of URPs and their tenant firms on innovation processes (Link & Scott 2003; Perkmann et al. 2013; Yang et al. 2009). Drawing on principles of business relationship marketing, cognition and innovation, URPs involve a diverse network of actors in a shared environment, participating in the exchange of ideas (Huggins et al. 2008; Pinheiro et al. 2015).

In the past, URPs were often described as being similar in strategy and configuration (Felsenstein, 1994). The literature is, however, increasingly objecting to the notion of viewing URPs as homogeneous and echoing calls prompt researchers to explore their differences (Wagner & Sternberg 2004; Corsaro et al., 2012; McCarthy et al. 2018). This paper addresses the gap and explores, in particular, how URP innovation networks differ in terms of the diversity of their networks and the innovation culture fostered. The study is guided by three objectives. First, we define innovation networks by focusing specifically on the role and relationship of network diversity and innovation culture within these networks. Based on theoretical frameworks rooted in principles of knowledge creation and management, two constructs for innovation culture and network diversity are respectively identified and conceptually reviewed to develop four propositions. Second, using the identified constructs as measures, we assess and compare the URP innovation networks of four countries, each regarded as possessing significant innovation capability due to their high level of universityindustry collaborations. Third, we propose a URP innovation network model to contrast the identified socially constructed drivers of innovation, namely innovation culture and network diversity.

The aim of this study is:

To uncover how URP innovation networks with a high innovation capability differ in terms of the diversity of their networks and the innovation culture fostered.

We address three research questions in line with this aim:

RQ1: How can URP innovation networks be defined?

RQ2: What is the relationship between network diversity and innovation culture within URP

innovation networks?

RQ3: How does the network diversity and innovation culture of the top four university-industry collaborating countries in the world compare to each other?

Conceptual Model

Using an inductive approach constructs are conceptually developed to define a URP innovation network. Built on the theoretical frameworks of the model of knowledge creation, the model of knowledge building, the concept of absorptive capacity, and the combinatorial knowledge base approach, antecedent constructs of innovation culture and network diversity are identified to develop a conceptual model.

Methodology

Based on the proposed antecedent constructs identified for network diversity (university-industry interaction and combinatorial bases of knowledge) and innovation culture (commercialization of knowledge and R&D investment), the innovation networks of four countries are assessed. The countries are Finland, Israel, the United States and Switzerland. These countries respectively fulfil positions one to four globally in terms of innovation capability, as a result of university-industry collaboration on the 2018 Global Competitiveness Index (GCI).

Results and/or Discussion and Contributions

The results point to nuanced differences in orientation toward network diversity among the four countries. Cognizant of the fact that all four countries have high innovation capabilities and show evidence of top performing innovation ecosystems, the variance in orientation towards leveraging combinatorial knowledge bases as part of building a diverse network, does pique interest.

Implications for Theory and Practice

The conceptual exploration of industrial innovation networks within the context of URP ecosystems, show that there is much to gain by viewing not only the similarities between high impact university-industry collaborators, but also by assessing their differences. The dynamic nature of knowledge as well as the level to which it is contingent on many socially-embedded and constructed factors, pose many opportunities for exploration to industrial marketing partners. A deeper understanding of how interfirm diversity and culture in URPs (and beyond) affect innovation, contributes to a broader view of the innovation network landscape and innovation design, which in turn also sketches a clearer picture of how alliances and collaborative strategies drive renewed change. Our conceptual innovation network model brings attention to the degree to which the network members within a URP innovation ecosystem foster an innovation culture and encourage network diversity. This could also be applied within other business-to-business networks for empirical assessment. This paper is a first attempt to conceptually delineate drivers of a URP innovation network, and to delve into the theoretical constructs that would support its advancement.

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Consumer Behaviour

Financial vulnerability: What predicts changes over time?

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Short Abstract:

An important question regarding financial vulnerability is not just what makes someone more or less vulnerable at a particular point in time, but also what makes them more or less likely to move between states of higher vs. lower financial vulnerability over time. We address this question by applying a Hidden Markov Model to assess how individual psychological characteristics predict membership of and transition between states of higher vs. lower financial vulnerability over time across a representative sample of U.S. individuals. We find that consumers in a state of higher vulnerability are "entrenched" in having a relatively low likelihood of moving to a state of lower vulnerability, while those in a state of lower vulnerability are "fragile" in having a relatively high likelihood of moving to a state of higher vulnerability. While financial self-efficacy is important to explain state membership, consideration of future consequences is key to understand state transitions.

Keywords: Consumer Financial Decision-Making; Consumer Vulnerability; Public Policy.

Vulnerable consumers are at particular risk of financial detriment as a consequence of, for instance, low numeracy or financial literacy; high debt; low income; or impactful changes in personal circumstances (Financial Conduct Authority, 2015). Their behavior tends to be driven by short-term circumstances (Bertrand et al., 2006), resulting in tenuous financial stability (Consumer Financial Protection Bureau, 2013). Ultimately, vulnerable consumers are more likely to make poorer financial choices and suffer financially when service providers do not act with appropriate care (Personal Finance Research Centre, 2017). Previous work found that psychological characteristics such as consumers' personal savings orientation; consideration of future consequences; money management skills; and financial self-efficacy can act as a "buffer" attenuating the negative impact of financial vulnerability on financial outcomes (Hoffmann & McNair, 2018). An open question, however, is whether these psychological characteristics are also helpful in explaining consumers' membership of and transition between states of higher vs. lower financial vulnerability over time. Answering this question is important, as it helps policy makers and business practitioners form a "psychological profile" of the kind of consumers who are particularly fragile and need their support the most. Doing so also builds on recent work that urges these stakeholder groups to pay particular attention to the characteristics of consumers trending towards vulnerability (O'Connor et al., 2018). Our research contributes to the existing literature in several ways. From a theoretical perspective, we add to the emerging, but limited literature that investigates how important aspects of consumers' financial lives change over time (Norvilitis, 2014; Shen et al., 2014). From a methodological perspective, we extend the literature by adopting a dynamic latent class model. In particular, as an innovation to the literature, we employ a Hidden Markov Model (HMM). HMMs classify individuals into a set of "latent states" or segments based on their specific circumstances or behavior. However, unlike traditional latent class models, HMMs consider the membership of latent states as dynamic, following a Markov process. An emerging literature has begun to use traditional latent class models to better understand consumer financial decision-making (Gerhard et al., 2018), but dynamic latent class models have not yet been applied in the context of financial vulnerability, despite their potential for explaining the dynamics of consumers' vulnerability over time. From a practical perspective, we add to the literature by providing policy makers and business practitioners with actionable insights regarding some key drivers of changes in consumers' financial vulnerability over time.

Background

Financial vulnerability is a pernicious issue affecting many consumers. In the U.S. alone, the Consumer Financial Protection Bureau (CFPB) (2013) estimates that the low-income and economically vulnerable population includes 100 million people, or about 33% of the population. An even larger group of 132 million people, or about 44% of the population, are financially fragile in the sense of lacking the necessary savings to cover three months of basic expenses if a medical emergency, unemployment, or another crisis leads to a loss of stable income. To improve consumers' financial resilience, measures aiming to increase objective financial literacy are a necessary, but insufficient, policy ingredient (Fernandes et al., 2014). Subjective financial literacy, or how accurate one feels their own financial knowledge is, is deemed equally important to stimulate healthier financial behavior (Allgood & Walstad, 2016). More generally, both academics (Dholakia et al., 2016; Gerhard et al., 2018) and practitioners (CFPB, 2013; Money Advice Service, 2015) recognize that psychological characteristics are essential to understand issues of financial capability. What is missing to date, however, is an understanding of whether and how such individual psychological characteristics may also explain potential heterogeneity amongst consumers in terms of their membership of states of higher vs. lower financial vulnerability, and the associated dynamics in terms of transitions

between these states over time. The rest of this paper is therefore devoted to increasing our understanding of these issues using a Hidden Markov Model methodology as introduced before.

Methodology

A total of N=237 participants completed an initial and follow-up survey to measure changes in financial vulnerability across time. Participants ranged from 20-87 years old (Mage = 54.75, SD=13.46), of which 119 were males (50.2%), and 122 educated to university level (51.5%). Beyond the socio-demographic factors described above, we used established scales to collect information on financial vulnerability (Hoffmann & McNair, 2018) and psychological characteristics (i.e., personal savings orientation (Dholakia et al., 2016); consideration of future consequences (Strathman et al., 1994); money management skills (Garðarsdóttir & Dittmar, 2012); and financial self-efficacy (Lown, 2011)). We use a Hidden Markov Model (HMM) utilizing longitudinal data to examine how individuals change over time (Bartolucci et al., 2012). The "hidden" component of the model refers to the assumption that there are groups of individuals that are not directly observed (Visser, 2011). Instead, membership in these groups is inferred by observed "indicator" variables. A further assumption is that these groups are time-dependent, meaning individuals may change groups from one time to another. These time-dependent groups are commonly referred to as "latent states". The "Markov" component describes the assumed dependence in state membership based on time (Visser, 2011).

Results and Discussion

We find that consumers in a state of higher financial vulnerability are "entrenched" in having a relatively low likelihood of moving to a state of lower financial vulnerability, while those in a state of lower vulnerability are "fragile" in having a relatively high likelihood of moving to a state of higher vulnerability. In terms of socio-demographic characteristics, younger (i.e., "Millennials"); female; or non-university educated consumers are more likely to find themselves in a state of higher financial vulnerability, while non-university educated consumers are also at greater risk of transitioning from a state of lower to higher financial vulnerability over time. In terms of psychological characteristics, consumers with higher financial self-efficacy are more likely to be in a state of lower financial vulnerability, while consumers scoring higher on the consideration of future consequences scale are less likely to transition from a state of lower to higher financial vulnerability over time.

Implications for Theory and Practice

While academics stress the importance of studying consumers' tendency to trend towards vulnerability (O'Connor et al., 2018), and policymakers note that vulnerability is "a fluid state" which can be "temporary, sporadic, or permanent" (Financial Conduct Authority, 2015: p. 7), research on the dynamics of consumers' financial vulnerability is missing. The current research addresses this gap in our understanding and is the first to apply a dynamic latent class model in the realm of financial vulnerability. Doing so allows for an analysis of particular factors upon which states of vulnerability may be predicated, and helps elucidate factors driving the transition between states of lower vs. higher vulnerability over time. Our results offer practical implications for practitioners working with people who may currently or potentially experience financial fragility. Firstly, given that financial vulnerability can often occur acutely due to unexpected income shocks, it is important at such times that individuals feel sufficiently capable to mentally navigate these kinds of financially-distressing events, which necessitates that they have sufficient financial self-efficacy. Secondly, at the point of financial vulnerability, individuals could benefit from encouragement to maintain a futureorientation. Practitioners could, for instance, assess the individual's current extent of future orientation to inform judgments about the risk of cascading financial vulnerability.

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Men, relationships and their body satisfaction: Motivations for change

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Abstract:

The construction of a consumption identity has long been examined from the perspective of females, but, as traditional notions of gender in self-image blur, the male consumer has begun to receive attention regarding consumption behaviour as an extension of the self. Much of this focus has centred on products embraced by males in a subversion of traditionally female categories of consumption (such as fashion or cosmetics). Less research understands men's perceptions of themselves, as a motivator toward identity management practices, such as diet and exercise related consumption. This study examines body image satisfaction of men, in relation to their motivation toward health related body management practises. Findings show that men in relationships are significantly more happy with their body, and less motivated toward body maintenance or change than single males. This finding is significant for health promotion messaging and targeting of health related body management products and services.

Keywords: Males; body image; body satisfaction; health consumption.

Positive perceived body image, and subsequent overall body image satisfaction has a direct influence on purchase intent regarding identity modification products (Rieke *et al*, 2016). Female perceptions of their body and related body image concerns have long been a subject of research interest, but developments in the definition of masculinity, including more male emphasis on appearance, support the need for more research that examines body image from a male perspective (Blond, 2008). Satisfaction with one's body is said to be driven by a number of social factors, including media, society, friends and family, with consumers utilising social comparison theory to compare their body to that of those around them (Rieke *et al*, 2016). The overall effect of body image satisfaction on identity-management consumption is significant. Male consumers who indicate strong, positive, body image associations consider the act of image development as goal-orientated; using the purchase of identity-related products to boost their self-confidence further, or raise their status within similarly body confident peer groups (McNeill & McKay, 2016).

Women's body perceptions and body diversity has long been the subject of academic attention, but the concept of the male body ideal remains under researched (Barry, 2018). Further, there exist significant gaps in knowledge regarding men's lived experiences in relation to their self-identity, body image, masculinity and health related behaviours. The growth of dietary and exercise products aimed squarely at male consumers however, evidences a shift in how society views the domain of body image concerns, as one that is not exclusively female in its focus (McNeill & Douglas, 2011). In the modern consumer identity gender can be seen as a consumption object. As such, men are said to be increasingly led to experiment with body modifying or moderating products and services, traditionally reserved for female consumers (Dodson, 2006). Further, where men are motivated toward body image management to project a desired self-image, the pressures of body anxiety and exclusion based on perceptions of self are also present, just as in the case of female consumers (Barry 2015). For health related products and services, and public health messages regarding body weight management to be effective, research that explores differentiating factors within gender groups is required.

Background and/or Conceptual Model

In terms of limited body image satisfaction, peer reflexivity is claimed to impact body weight management consumption (and subsequent body satisfaction assessments) of women but not of men (Renna, Grafova & Thakur, 2008). Prior research suggests that women are more likely than their male counterparts to correctly evaluate their own weight in relation to the general population (Paeratakul et al, 2002) and that married men in particular are more likely to be 'happily' obese than their never married or previously married counterparts (Sobal, Rauschenbach & Frongillo, 1992). Subsequent to separation of a relationship, males are suggested to be likely to revise weight gain and maintain this weight loss (where female weight loss in the same instance tends to be short lived) (Sobal, Rauschenbach & Frongillo, 2003). From a health research perspective, understanding the role of body confidence in male body weight management, is thus important. If males are less likely to accurately reflect on their weight in relation to health indicators, and less likely to be motivated toward change, this raises questions regarding the efficacy of health promotion media when applied across both genders in a similar fashion. Thus, the aim of this study is thus to test the propositions that men in relationships are more body image confident, less socially reflective, have more positive body image perceptions and are less likely to be influenced by external information sources regarding body management.

Methodology

The research utilised an online survey to collect data. 475 male participants were surveyed from the general NZ population, with respondents recruited across four banded age groups (18-24 years; 25-34years; 35-44 years and 45-65 years). Only those who identified as male and heterosexual were recruited, to allow for more valid between-participant comparison in relation to questions regarding sexual attractiveness and influence of romantic partners. Survey questions examined self-perceptions of participant's bodies, the influence of others on these perceptions, and overall evaluations of their physical appearance in relation to their body, drawn from existing studies of body and appearance perceptions (Rosenberg, 1965; Netemeyer, Burton & Lichtenstein 1995; McNeill & Firman, 2012). Participants were asked to rate items on a seven-point Likert scale, from strongly agree/extremely important to strongly disagree/not important at all. A non-probability sampling method was employed, where male members of a New Zealand-wide research panel were e-mailed the link to the survey.

Results and/or Discussion and Contributions

Single males were more likely to emphasise socially reflective factors, such as being lean, what friends think of their appearance, and having a visibly flat stomach, than were males in relationships. Men in relationships emphasised the importance of feeling healthy, having a good lifestyle balance, and being able to participate in sports. Both groups indicated health, lifestyle and body satisfaction as the most important factors in motivating their overall body image perceptions. In regard to influence factors, such as viewing celebrities (external) or their age (internal), both groups weighted their health as most important, and fashion and celebrities as least important in influencing their body image. Single males were more likely to be influenced by their friendships, by women, and by society generally, than were males in relationships. Males who were part of a couple tended to be influenced more heavily by their partner's view, and if they participated in a sport. Overall, all men in this study were positive about their own body, and remained neutral in response to statements indicating extreme negativity (such as "I am inclined to think that I am a failure in relation to my body" or "I feel I do not have much to be proud of in relation to my body"). However, males in relationships were more positive than single males overall, with emphasis on affirmative comparison of their body to others, and high satisfaction with their body generally. All men in this study were moderately confident about their own body, remaining neutral in response to statements of extreme body confidence (such as "people are envious of my good looks" and "I have the type of body that people want to look at"). Males in relationships exhibited greater confidence than did single males, rating their body, looks and sexual attractiveness higher. Single males, however, were more likely to see a need for continued effort in body maintenance and an awareness of how others might perceive their body.

Implications for Theory and Practice

Public health promotion messages, and health related products and services targeting men are often focused on the issue of body weight management. This study indicates the lack of a common set of drivers toward body maintenance and weight management across all males, highlighting the difference in focus between males in relationships and those who are single. Age was not found to be a significant influence for male views of the body, rather body image satisfaction tended to be moderated by other aspects of life satisfaction as indicated by relationship status. This is an important and useful finding for those developing health/weight messages targeting men in New Zealand.

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Consumer perceptions of risks and security of contactless cards: A case study of New Zealand

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Abstract:

Current Near-Field Communication (NFC) literature focuses on consumer attitudes and behaviour towards contactless payment via smartphones. Risk perceptions and consumer trust in this technology have not been evaluated in a New Zealand context. This study evaluates a conceptual model, based on the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT) that argues consumer perceptions of risk and security as well as their trust in NFC technology influence adoption of the technology and behavioural intentions. An online survey of consumers in New Zealand was undertaken to assess their perceptions of contactless cards. The resulting 587 useable surveys were analysed using PLS-SEM. The results showed that perceived privacy, performance and security risks have a positive influence on overall risk perceptions. The latter influences consumer perceptions of trust, in turn affecting perceived ease of use and usefulness of the technology. Implications for theory and practice are offered.

Keywords: perceived risks, consumer trust, behavioural intentions

Contactless payment is an emerging technology which completes low-value transactions by waving smartphones, key fobs or bank cards near payment terminals in order to make instant purchases (Türkmen & Değerli, 2015). This technology employs Near-Field Communication (NFC) whereby payment terminals emit an electromagnetic field which is able to exchange data with NFC chips that are brought within 4-5 centimetres (Azhari, 2014; Türkmen & Değerli, 2015). Put simply, NFC technology replaces the need for payment cards to make physical contact with transaction terminals which eliminates the wear-and-tear associated with swiping and inserting (Fiedler & Öztüren, 2014). Current NFC literature has largely focussed on consumer attitudes and behaviour towards contactless payment via smartphones (Bailey, Pentina, Mishra, & Mimoun, 2017; Khalilzadeh, Ozturk, & Bilgihan, 2017; Madureira, 2017). Existing studies highlight resistance towards the adoption of this technology due to various risk and security weaknesses (Debajyoti, Vanijja, & Borworn, 2015; Madureira, 2017; Zarrinkafsh, 2015). Additionally, disgruntled consumers have criticised the lack of consent or information they received prior to being issued pre-activated cards (O'Connor, 2013; Timetric, 2013). For example, more than half of New Zealanders do not consider contactless cards safe, and regard them as "too risky" (Coster, 2016). A comprehensive literature review reveals little insight into consumer behaviour regarding contactless cards.

The aim of this study is:

To evaluate a conceptual model that posits perceptions of risk and security associated with contactless cards as determinants of behavioural intentions.

Specifically, we address two research questions:

RQ1: What role and influence does privacy risks, performance risks and perceived security play in consumers' trust of the technology?

RQ2: How are these perceived risks and security, related to consumer trust and perceptions of ease of use, usefulness of the technology and behavioural intentions?

Background and/or Conceptual Model

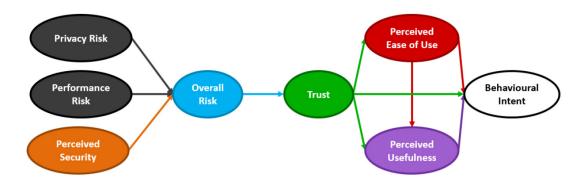
A review of NFC literature reveals the two most common frameworks for measuring perceptions and Behavioural Intent (BI) are Davis et al.'s (1989) TAM and Venkatesh, Morris, Davis and Davis' (2003) Unified Theory of Acceptance and Use of Technology (UTAUT) models. Comparatively, Davis et al.'s (1989) TAM is more popular due to its parsimonious structure and empirical results (Luarn & Juo, 2013). It relies on two constructs (perceived easeof-use and perceived usefulness) to estimate BI, whilst the UTAUT relies on four constructs along with four moderators (Venkatesh et al., 2003). Although the UTAUT has produced valuable results, the prolific use of TAM provides a stronger basis for discussion, measurement and framework design due to consistent findings across numerous studies. Three of the antecedents selected are privacy risk, performance risk and perceived security which all have been shown to influence NFC acceptance. Perceived overall risk is included as a fourth construct which accounts for various risks factors not captured by the former three. Trust is introduced as a dependent variable influenced by overall risk, which also acts as an antecedent to variables drawn from technology acceptance theory. Davis et al.'s, (1989) TAM provides perceived ease-of-use, perceived usefulness and behavioural intent which make up the endogenous components of the proposed model (see Figure 1).

Methodology

The measures for each of the construct in Figure 1 were adapted from the literature. A 7-point Likert scale anchored from "Strongly Disagree" (1) to "Strongly Agree" (7) was used to measure all constructs. Privacy risks, performance risks, security and overall risk were

measured using four items each adapted from the literature (e.g., Ho & Pham, 2014; Khalilzadeh et al., 2017; Ozturk, 2016). Consumer trust, perceived ease of use and perceived usefulness were each measured using four items adapted from the literature (e.g., Dutot, 2015; Luarn & Juo, 2013; Ozturk, 2016; Ramos-de-Luna et al., 2016). Behavioural intentions was measured using 4 items adapted from the literature (Leong et al., 2013; Luarn & Juo, 2013). A pilot study with 20 users of contactless cared was used to assess the content validity of the survey. The questionnaire was posted online using the digital survey platform- Qualtrics. Nielsen data from 2017 reports that 56% of New Zealanders, from an even range of age groups, visit Facebook every month (Mosh, 2017), making it an optimal website for attracting participants. Using convenience sampling, paid Facebook advertising was used to target New Zealanders, above the age of 18. A total of 587 usable responses were acquired using the online survey. Given that skewness and kurtosis for some items exceeded the limit of +/-3, PLS-SEM was used to analyse the data. All results were bootstrapped (n=5000).

Figure 1: Proposed Conceptual Model for the Study



Results and/or Discussion and Contributions

The outer model assessment required one item each for perceived overall risk, trust, and behavioural intentions to be deleted to meet the requirement of minimum loading of 0.7 for an item to represent a construct. Convergent and discriminant validity were also evaluated. The inner model assessment showed that out of the nine hypotheses evaluated, only the relationship between perceived ease of use and behavioural intentions was not significant. The combined influence of privacy and performance risk along with perceived security explained 67.8% of the variance in overall risk. On its own, perceived overall risk explains 42.1% of the variance in trust. Trust only accounts for 37.3% of the variance in ease-of-use. The combined influence of all exogenous constructs in the proposed model account for 76.1% of the variance in behavioural intent towards use. For example, Perceived security ($\beta = 0.396$, p < 0.001, $f^2 =$ 0.160) has the largest significant effect on overall risk. Perceived overall risk has a large and significant influence on consumer trust ($\beta = 0.648$, p < 0.001, $f^2 = 0.726$). Trust has a significant influence on ease-of-use ($\beta = 0.611$, p < 0.001, $f^2 = 0.595$) and behavioural intentions towards use ($\beta = 0.424$, p < 0.001, $f^2 = 0.321$). Perceived usefulness has a large significant effect on behavioural intent towards use ($\beta = 0.558$, p < 0.001, $f^2 = 0.352$).

Implications for Theory and Practice

Besides its theoretical contributions, the results provide insight for policy makers to justify the introduction of fee regulation with NFC (MBIE, 2016). This is highly relevant as contactless transactions operate using the same fee scheme as credit cards (MBIE, 2016). It is hoped that New Zealand policy makers will use this study as empirical evidence of consumer intent which should justify suitable regulatory action that balances cost and benefits for all.

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Implicit theory and intertemporal choice

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Abstract:

This study examined whether consumers' implicit theory of intelligence (entity versus incremental theory) influences their intertemporal choices. The extent of optimism, time perception, and perceived vividness of future-self were considered as moderators in the relationship. Participants were asked to make a series of choices between an earlier option with smaller value and a later (1-year) option with larger value. Previous research defined patience as consumers' ability to choose delayed options over immediate ones. In this study, the number of larger-later options a participant chose measured patience. Results demonstrated that the role of implicit theory in intertemporal choices was subject to optimism and time perception. Incremental theorists show more patience than entity theorists when they are optimistic and when the duration between now and 1 year from now is perceived as being long.

Keywords: implicit theory, intertemporal choice, patience

Implicit theory explains that consumers tend to hold one of two lay beliefs about intelligence and ability: entity theory or incremental theory. Entity theorists believe that intelligence and ability are fixed and uncontrollable traits, whereas incremental theorists believe that they are malleable, increasable, and controllable through effort (Dweck, 1986; Dweck & Leggett, 1988). This theory has been studied in multiple academic disciplines. Consumer behavior literature has shown that it was related to acceptance of brand extensions (Yorkston et al., 2010), brand preferences (Park & John, 2010), message evaluations (Park & John, 2012; Jain et al., 2009), and financial decisions (Rai & Lin, 2019). However, studies on the effects of implicit theory on consumer choice are still limited. The current study focuses on this issue and explores whether the theory is associated with consumers' intertemporal choice.

Literature on intertemporal choice has also grown extensively across multiple academic disciplines (Zauberman & Urminsky, 2016). It involves selecting options spread over time and differing in value (Dai & Fishbach, 2013). A typical problem is a choice between an earlier option with smaller value and a later option with larger value. Consumers' ability to opt for delayed options over immediate options is referred to as patience (Bartels & Urminsky, 2011; Dai & Fishbach, 2013). We propose that the type of implicit theory consumers follow affects this patience. This study examines the relationship between implicit theory and patience and identifies moderators in that relationship.

Background and Conceptual Model

Implicit theory indicates that entity theorists are oriented toward demonstrating the adequacy of their ability and that incremental theorists are mastery-oriented and directed toward developing their abilities (Dweck & Leggett, 1988). Sevincer et al. (2014) showed that incremental theorists focused more on the desired future than on the present reality. Since incremental theorists are more future-oriented, they are expected to show more patience in waiting to obtain larger benefits. We also consider moderating roles of optimism, time perception, and vividness of the future-self in this relationship. Optimism is the tendency of people to hold positive expectancies for their future (Scheier et al., 1994). Optimists tend to be engaged in their lives and making the best of them (Scheier & Carver, 1992). We expect that incremental theorists show more patience than entity theorists when they have a high level of optimism. Time perception refers to how people perceive time duration of waiting or delay. Since it is associated with discounting of the value of delayed options (Zauberman & Urminsky 2016), we expect that incremental theorists show more patience than entity theorists when the given delays are perceived to be longer. Vividness of the future-self is people's perception of their future as following a realistic and vivid course (Hershfield, 2011). It is an antecedent of patience (Hershfield et al., 2011) and we predict it would moderate the effect of implicit theory on patience. Hence, we propose the following hypotheses:

- H1: Incremental theorists show more patience than entity theorists when they are optimistic.
- H2: Incremental theorists show more patience than entity theorists when they perceive waitingtime duration as long.
- H3: incremental theorists show more patience than entity theorists when they perceive their future-selves vividly.

Methodology

Through an Internet research company, 313 participants were selected by an online panel (M_{age} = 37.9, SD_{age} = 9.5, 51.4% females). First, participants were given a task consisting of 14 choice trials. In each trial, participants chose between receiving JPY 10,000 cash in 1 week or receiving a larger amount of cash in 1 year (USD 1 = JPY 100). Delayed values

ranged from JPY 10,000 to JPY 36,000 and were presented in intervals of JPY 2,000. This procedure followed Bartels and Urminsky (2011) and Hershfield et al. (2011). The number of larger-later options chosen of the 14 trials was adopted as the measure of patience.

On a separate web page, time perception was measured. Participants were asked to imagine the duration between now and 1 year from now; they indicated how they perceived it using a two-item, five-point semantic differential scale (short/long, near/far). The next measure was vividness of future-self. Participants indicated whether they could imagine themselves 10 years from now on a four-item, six-point agreement scale (strongly disagree/strongly agree; Gelder et al., 2015). Then, implicit theory was assessed by a three-item, six-point agreement scale (Hong et al., 1999). Higher scores indicated greater entity orientation. Following the measure, optimism was assessed by a six-item, six-point agreement scale (Scheier et al., 1994). Responses to multiple items were respectively averaged to form an index. Finally, participants' financial concern, using a six-point agreement scale ("I am very cautious when spending my money"; Rahz et al., 1989), and demographics were assessed.

Results and Contributions

To test H1, regression analysis was performed using the PROCESS macro (Hayes, 2018) to examine the effect of implicit theory (mean-centered), optimism (mean-centered), and their interaction on patience. Financial concern was included as a covariate. This result revealed that implicit theory interacted with optimism (p < .01). A spotlight analysis was then conducted to test the effect of implicit theory at a specified level of optimism (Fitzsimons, 2008). Consistent with H1, incremental theorists had more patience than entity theorists when they had a high level of optimism (one SD above the mean). To test H2, a similar analysis was performed except that, instead of optimism, time perception was included as a moderator. The result showed a significant interaction between implicit theory and time perception (p < .05). A spotlight analysis indicated that incremental theorists generated more patience than entity theorists when they had long time perception (one SD above the mean). Thus, H2 is supported. H3 was tested including vividness of the future-self as a moderator; however, the interaction was not significant. Hence, H3 is not supported. One possible reason for this result is that participants' vividness score was relatively low (M = 2.7, SD = 1.2). Hershfield et al. (2011) manipulated the vividness by showing an age-rendered image of each participant and showed that the vividness increased patience. Our result indicates that the direct measure of the vividness tends to be low and does not seem to relate to patience.

Implications for Practice and Theory

This study provides evidence that implicit theory influences preference for larger-later options. Incremental theorists displayed a tendency to wait longer to receive larger benefits, especially when they were optimistic and perceived waiting time as being long. For a practical implication, when firms appeal receiving larger benefits in the future (e.g., investment), targeting incremental theorists and creating marketing messages related to their beliefs may attract customers more efficiently. For example, the use of a tagline "Benefits grow with you and time" in advertisements may make wait time seem beneficial. Also, asking customers to imagine spending more money for themselves in the future may make them more optimistic. This study supplements extant literature pertaining to implicit theory and intertemporal choice. We revealed an additional associated choice behavior for implicit theory literature and an additional antecedent for intertemporal choice literature. Overall, our examination of the underlying process of consumer intertemporal choice incorporating implicit theory and moderators of optimism and time perception has increased the store of knowledge on consumer behavior.

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Holistic wellness retreat experience and identity change

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Abstract:

This paper examines identity transition studied through liminality lenses within a wellness tourism context. Specifically, the study presents a phenomenology of consumers' transition experiences in a holistic wellness retreat in Spain. Our qualitative exploration reveals several themes, including the reconstruction of self-perception, evolvement of wellness meaning, self-roles assumed by guest, and a sense of vision and clarity. Identity transition within this liminal place of a holistic wellness retreat is a starting point, while a transition is not an end goal, but a changing process which is facilitated by self-exploration and co-creation. Our work extends prior research of consumer behaviour by introducing the notion of identity transition to explain how wellness tourists attempt different self-roles and reconstruct their identity in a liminal place as a holistic wellness retreat. Managerially, holistic wellness retreats can build a meaningful outlook to consumers' engagement by enriching guests' transformative experiences.

Keywords: wellness, liminality, identity

A growing interest in healthy lifestyle has affected many industries, one of them is tourism. If in the recent past there was a focus on medical tourism to cure an illness (Connell, 2006). now there is a change in the market where preventative health tourism also known as wellness tourism has began to gain trust and interest globally (Voigt et al., 2011; Lehto et al., 2006). The following trends influence this change: people are interested in self-care holistically, and they engage in various activities that facilitate self-exploration; thus, wellness tourism meets these needs because it offers unique opportunities to explore self while focusing on self-care (Goeldner & Ritchie, 2006; Richards & King, 2003). Selfexploration through tourism, however, may result in self-discoveries and identity change (Cohen, 2010; Davidson, 2005). Past research shows that tourism promotes a state of liminality, which is a state of 'in-between' identities (Ryan & Martin, 2001). Thus, tourism experience promotes a more in-depth exploration of self and identity change (Desforges, 2000), leading to an identity transition during wellness travel.

Despite the growth of wellness tourism, research in this area remains limited. Aside from studies that explore socio-demographic and motivational characteristics of wellness tourists (Kelly, 2012; Voigt et al., 2011; Lehto et al. 2006), the rapidly growing holistic wellness retreat segment remains an under-researched phenomenon. The current literature provides little discussion and understanding of this new term and guests' experiences, especially in relation to identity transition. Thus, this study extends the literature by exploring the following aim, which is: to examine the process of identity transition by studying how the holistic wellness retreat experience illuminates changes in perception of self and meaning of wellness.

Background

Liminality and identity transition go together because one is never fully emplaced or fixed (Daskalaki et al., 2016). Liminality is a state of "betwixt and between" situations, social roles or identities (Turner, 1967; Madison, 2005). This concept has been studied broadly, for examples, within organisational contexts (Beech, 2011); career change (Ibarra & Obodaru, 2016); transition from pregnancy to motherhood (Tonner, 2016); breastfeeding and new mother roles (Mahon-Daly & Andrews, 2002); life threatening illnesses (Thompson, 2007; Bruce et al., 2014); living in a mobile world (Easthope, 2009), transition to teenage-hood (Cody & Lawlor, 2011). Liminality, however, occurs not only due to progression from one role to another or during adaptation to life situations; but different places and experiences also contribute to one finding oneself in identity re-construction (e.g., streets as liminal spaces (Matthews, 2003); beach as a liminal space (Preston-Whyte, 2004)). Travelling also can lead to identity transition (Desforges, 2000; Ryan & Martin, 2001; White & White, 2004). Thus, past research looked at liminal places within the tourism literature, e.g. the hotel as a liminal place (Pritchard & Morgan, 2006), the airport as a liminal place (Huang et al., 2018). Nevertheless, despite the relevance of liminality in tourism, the concept has not been studied within the wellness tourism sector. The theoretical foundation for this paper, therefore, is based on the proposal that holistic wellness retreats act as liminal places that promote identity transition.

Methodology

This study used a qualitative approach incorporating a set of two in-depth interviews of eight wellness retreat guests in a holistic wellness retreat in Spain at the comencement and the end of the vacation. To assist with revealing true thoughts and emotions during the interviews, projective techniques (i.e., word association and personification) were employed (Donoghue,

2000). Thematic analysis was used to analyse the interview transcripts (Braun & Clarke, 2006). Relevant codes derived from the data were grouped into themes that addressed the research aim.

Results and Discussion

Identity transition while at a holistic wellness retreat was examined by studying how the holistic wellness retreat experience illuminates changes in perception of self and the meaning of wellness. Findings illustrate that retreat facilitates the identity transition process as it acts as a liminal place where guests explore self in a safe environment. Identity transition is shaped by co-creation and self-exploration. Such themes as social aspect, shared experiences and interactive relationships between guests facilitate a co-creation of identity. Self-exploration includes such themes as participation in activities, willingness and commitment to self-work.

The identity transition process includes a possibility for the retreat guests to "try" different self roles in the safe and supportive environment of a liminal place. As a result, consumers gain new knowledge on self and life through self-exploration and co-creation. They get an opportunity to re-evaluate their lives and selves while at the retreat. Furthermore, they learn new skills and tools while participating in various activities; and become more social and trusting towards one another as a result of co-creation and social aspects of the retreat. Finally, the respondents share that they started to live consciously after the retreat.

As a result of these outcomes, the perception of self is found to shift during and after the retreat. The holistic wellness retreat experience illuminates changes in perception of self in the following manner: prior to the programme, the respondents showed a negative mindset on self and negative self-perception. However, as the retreat stay progressed and the guests were involved in the liminal place, co-creation and self-exploration, self-perception started to change. There was a noticeable positive shift and improvements in the perception of self. Moreover, the holistic wellness retreat experience illuminates changes in the meaning of wellness in a way that the concept and understanding evolved during and after the retreat stay. Prior to the retreat commencement, people talked about wellness as a state that they want to achieve, but they were not sure whether it is achievable. However, during the second follow up interviews, wellness was perceived as an achievable state and a doable goal with a feasible process of self-learning and transition. Changes in self-perception and meaning of wellness, therefore, also contributed to the identity transition process.

As an auxiliary result, people gained a sense of vision, clarity and direction to a new life and a new self. Identity transition within this liminal place of a holistic wellness retreat is found to be a starting point, while the transition is viewed not as an end goal, but a changing process.

Implications for Theory and Practice

Theoretically, this paper contributes to consumer behaviour by extending the scope of study on liminal places and their effects on identity transition processes. Further, this research explores wellness tourists' behaviour in a new market segment hitherto unexplored in the domain of the tourism marketing literature.

The managerial implication that contributes to practice is that the factors leading to identity transition should be taken into account by retreat owners to build strategies for consumer engagement and to provide greater transformative experiences for their guests.

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The order effect of personal identification on donation amount

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Abstract:

This research examines the order effect of personally identifiable information on donation amount. Across six studies, including an actual behavioural study and a field study, we find that providing personally identifiable information before indicating the donation amount could increase donation amount compared to after indicating the donation amount. Importantly, the order effect can be explained by the increased feeling of responsibility toward charitable giving. These effects are moderated by relevance of personally identifiable information to the donation process and availability of anonymity. Specifically, the order effect only occurs when the personal identification is relevant to the donation process, and the order effect dissipates when donors can choose to be anonymous (i.e., not provide their names). The findings contribute to the literatures on personally identifiable information and charitable giving, as well as have important practical implications for charitable organizations in their fundraising activities.

Keywords: Personally identifiable information, perceived responsibility, donation amount

Consumer inspiration and fashion luxury consumption

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Abstract:

One main barrier to middle-income people's luxury consumption is their limited affordability. The purpose of this study is to examine whether providing instalment payment schemes enhances their luxury consumption. Two scenario-based between-subjects experimental studies were designed to test hypotheses. Study one investigates whether middle-income people's intention for luxury consumption varies between instalment vs. no-instalment payment scheme situations with the mediation effects of aspiration towards luxury consumption. Study two ads discount coupons for future purchase as a moderator to study one's model to examine the changes in the strength of effects hypothesised in study one. Data collection is currently underway. Once the data collection is over, MANOVA and SPSS PROCESS module will be used to test the hypotheses. This study will contribute to the literature on luxury consumption. Practically, the findings will help luxury marketers and retailers extend their customer segment from high to mid-income class.

Aspirational consumption at the BOP

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Abstract:

This study examines the factors that motivate both the rural and urban BOP consumers for engaging in aspirational consumption in spite of their socio-economic constraints. Data obtained from the qualitative interviews of 35 Indian BOP consumers were subjected to grounded theory for analysis. This study has put forth that the "poor man's status", "security comfort and advancement", "social comparison", and "worldly-wise" are the factors that motivate the poor bop consumers to indulge in aspirational consumption. This study has come out with a comprehensive model that can explain the aspirational consumption pattern at the BOP. It was also observed that location (urban/rural) has a moderating effect on relations of the above factors with aspirational consumption. This study advances BOP and consumer behaviour literature by examining an emergent domain of aspirational consumption at the BOP. Our study also outlines insightful practical and social implications.

Keywords: Aspirational Consumption, BOP, India

The psychological well-being among Chinese elites

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Abstract:

This research uses Psychological Well-being (PWB) model to investigate the Chinese elites' definition of PWB. The results show the limitation of using the model in the Chinese context and call for incorporating new themes. The following research aims at outlining the Chinese elites' PWB and its relationship with material possessions.

Keywords: PWB; Chinese well-being; Chinese elites

The PWB model has become one of the well-developed tools to study subjective well-being (Ryff, 1989; Ryff & Keyes, 1995). However, the research that affirmed or adapted the PWB model in China mainly focused on improving the reliability and validity of PWB measurement (Chan, Chan, & Sun, 2017; Cheng & Chan, 2005; Li, 2014) while overlooked the conceptual meanings of well-being in Chinese cultural context. In addition, previous research mostly used university students as sample who may be not able to speak for the mass Chinese people.

Therefore, the objective of this research is threefold.

Firstly, this research examines whether the six dimensions of PWB model capture the essential meanings of PWB in the Chinese context (six dimensions: Self-acceptance, Personal growth, Purpose in life, Positive relations with others, Environmental mastery and Autonomy (Ryff & Keyes, 1995)). The PWB model was developed based on the individual independent self. However, China is embedded in a typical collectivist culture where self is interdependent and others-oriented (Hofstede, 2001; Lu, 2007; Markus & Kitayama, 1991). Hence, how the Chinese define their well-being can be upon the definition of others.

Secondly, this research chooses the sophisticated sample to investigate the PWB. We target Chinese elites who are wealthy, have a decent social status, and have achieved what the most people are striving for. Thus, their definition of well-being is supposed to be advanced in China.

Thirdly, to update the definition of PWB in China due to the rapid development in the country. People's definition of PWB may change due to massive economic and societal changes, as their WB changes when their materialistic goals, income levels, and education backgrounds changed (Easterlin, Morgan, Switek, & Wang, 2012; Kasser et al., 2014).

Methodology

A qualitative research approach is taken to investigate if there are other insights concerning Chinese PWB apart from the six dimensions of PWB model. This research uses semi-structured interviews to collect data.

Twenty-five successful business people have been interviewed in China. They are either entrepreneurs or top management in enterprises. Most of them have received a master degree, and all of them have sufficient disposable incoming for family. Each interview took 15 to 20 minutes using an identical protocol for consistency. The protocol was developed from Ryff's PWB model (Ryff & Keyes, 1995), combining with the three psychological need of the Self Determined Theory (Ryan & Deci, 2000). The interview questions covers interviewee's daily life as broadly as possible.

The analysis is focused on underlying definition of well-being, especially what they desire to do for their life. The software Nvivo is used for coding.

Results and Discussion

The dimension of Self-Acceptance is not evident. In contrast, the 'others' is the aspect that the interviewees talked about mostly, especially their family. This can be explained by the concept of self in China. In the typical collectivist culture, it is more of an others-oriented self rather

than an individual independent self, due to the role obligations of self in one's predetermined social environment (Hofstede, 2001; Markus & Kitayama, 1991). I proposed that in China whether "one possesses a positive attitude towards the self" (the definition of self-acceptance, Ryff & Keyes, 1995) depends on the condition that whether others accept him.

There is hardly reflection on the dimension of Environmental Mastery. Rather, instead of mastering environment, these elites talk more about fitting into environment by striving and hard working. This has been argued by cultural psychologists that collectivists like Chinese do not change the situation but rather change themselves to fit the environment (Diaz-Guerrero, 1979; Talhelm, Zhang, & Oishi, 2018). This is a feature of collectivist culture and it roots in traditional philosophy. For example, the well-known Taoist teaching 'the highest excellence is like that of water"(上善若水) educates Chinese to learn from water which 'does not compete' and shape itself into environment without any conflict (Lin, 2013).

The dimension of Purpose of Life is apparent but it reveals a uniformity among these Chinese elites that the purpose of life directly links to their role obligation. "(my purpose of life is) to create a good environment and sufficient support for children, good living conditions for parents so that they remain heathy and all family live harmoniously. When they are happy and well then I am happy and feel my life is worthy and successful'. An interviewee says this for many. This matches the understanding of that to fulfil one's role obligations is the typical feature of the ancient well-being (Bauer, 1976; Lu, 2001, 2007).

Besides the six dimensions of PWB, Contentment is one theme frequently emerged from interviews. "I think it (PWB) is always upon your attitude towards your life. If you are contented by what you have got, you will feel happiness and so psychological well-being," one interviewee says. 'Be contented so you will remain happy' is a traditional impactful Chinese saying which reflects the teachings of both Taoism and Chinese Buddhism in China (Lu, 2007). Also jumped up from the interviews are the themes of meaningfulness, gratitude and harmony. Those require further justification from more data.

Conclusion

The pilot research for the Chinese PWB shows that the six dimensions of PWB model established in the West seems not, at least not fully, to represent the state of Cheese elites' PWB. Two dimensions are not evident (Self-acceptance and Environment Mastery), while the three dimensions indicate the different interpretation (Positive Relation with Others, Autonomy and Purpose of life). A couple of new themes emerged from data that need further clarification in following research.

Following research plans:

Study 2: aims at obtaining deeper and broader understanding of Chinese PWB upon cultural perspectives. It aims at comprehensively outlining the themes of Chinese PWB among the sophisticated Chinese, with a sufficient explanation of its achieving process.

Study 3: focuses on the role of possession of materials on the PWB, especially, weather it facilitates versus undermines PWB and through what dimension. To do so, it will take further review from both SWB theories and the Chinese traditional philosophies.

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Enhancing luxury consumption among middle-income people

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Abstract:

One main barrier to middle-income people's luxury consumption is their limited affordability. The purpose of this study is to examine whether providing instalment payment schemes enhances their luxury consumption. Two scenario-based between-subjects experimental studies were designed to test hypotheses. Study one investigates whether middle-income people's intention for luxury consumption varies between instalment vs. no-instalment payment scheme situations with the mediation effects of aspiration towards luxury consumption. Study two ads discount coupons for future purchase as a moderator to study one's model to examine the changes in the strength of effects hypothesised in study one. Data collection is currently underway. Once the data collection is over, MANOVA and SPSS PROCESS module will be used to test the hypotheses. This study will contribute to the literature on luxury consumption. Practically, the findings will help luxury marketers and retailers extend their customer segment from high to mid-income class.

Let's talk about aged care consumers!

Luke Butcher, Curtin University Graham Ferguson, Curtin University Saadia Shabnam*, Curtin University Brian T'Hart, Curtin University

Short Abstract:

Australia's largest demographic group are transitioning to 'older consumers', living longer, utilising resources, and demonstrating unique needs, yet older consumers are largely ignored by marketing academia and practice. The current study explores drivers of satisfaction amongst older consumers who consume residential aged care services. Analysis of 135 face-to-face interviews reveals that these consumers seek a wide range of functional services that are high quality and value for money in order to be comfortable and well cared for as they age. As aged care consumers, they seek familiarity, a sense of belonging, companionship and to retain their independence. Successfully delivering these outcomes requires extensive co-creation (with and amongst residents) and new methods of service delivery specific to their unique consumption situation yet adaptable across their unique "customer lifecycle". The benefits of doing this well are substantial both financially and socially, not to mention improving the wellbeing of our aging loved ones.

Keywords: Satisfaction, Customer experience, Older consumers

Social investments substitute for charitable donations

Shai Danziger, University of Sydney Business School

Abstract intentionally not included, for details please contact the authors

Decision-making and co-creation through AR technology

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Abstract:

The shift from product-dominant to service-dominant logic has led us to consider co-creating with customers through interactive platforms can lead to better customer decision-making. This paper empirically assesses the role of augmented reality (AR) technology as an interactive and informational co-creation platform, on customer perceived risk, trust and purchase intent. The paper also empirically assesses the mediating role of interactions and information on the relationship between using AR and customer perceived risk. A 2x2 experimental design examined the impact of AR on co-creation variables. The findings suggest that AR is successfully mediated by interactions and information and results in the reduction of salient perceived risk dimensions, an increase in trust and an increase in purchase intent. The implication is the positive impact of co-creation through AR on customer decision-making and how managers can utilize this technology to aid in the process of value co-creation for the customer and the organisation.

Keywords: co-creation, decision-making, augmented reality

Customers have evolved from submissive and passive buyers to those adding to companies' value chains: they contribute by creating their own perception of using these company's products. Once all-powerful and in full control, companies now need to empower customers through constant interactions and relevant information (Ballantine, 2005; Ballantyne & Varey, 2006). Today, it is interactions and information that underpin the emergent marketing paradigm of 'co-creation' to create and influence purchase intent (Echeverri & Skålén, 2011; Prahalad & Ramaswamy, 2002; Vargo & Lusch, 2004; Vo. 2017).

Technology is often prescribed as a platform that encourages interactions and informational exchange within the customer decision-making process and should therefore be considered as an ideal co-creation platform (Nambisan & Baron, 2009; Skaržauskaitė, 2013). One such technology that can aid in decision-making is Augmented Reality (AR). AR allows companies to co-create unique value with their customers. It gives customers the ability to see additional information and interact with the company or the product through a digital overlay of elements, such as text, video, media, customer reviews and price comparisons.

Based on these assertions, we believe that AR can support the co-creation outcomes of interaction and information to aid in customer decision-making under risk and ultimately aid in the reduction of this risk as well as increasing trust and purchase intent. To that end, the aim of this study is: To investigate the role of co-creation through augmented reality on customer decision making.

The following research questions sum up the scope of this paper:

RQ1: What is the effect of exposure to AR on customer perceived risk?

RO2: What is the effect of exposure to AR on customer perceived trust?

RQ3: What is the effect of exposure to AR on customer purchase intent?

RQ4: Is the effect of exposure to AR mediated by the increase the co-creation variables of interactions and information?

RQ5: Is the effect of exposure to AR on customer perceived risk moderated by product involvement and customer digital literacy?

Conceptual Model

To respond to the research questions, we propose a conceptual model within the context of exposure to AR. We posit that AR reduces customer perceived risk, through the act of cocreational interactions and access to information, and this reduction is moderated by the type of product (enduring product involvement) as we expect that higher priced products that require more time and effort to select will be perceived as higher risk.

Additionally, as transparency increases and customers perceive higher freedom within the decision-making process, perceived trust with the brand also begins to increase (Kanagaretnam et al., 2010). This suggests that as customers are exposed to AR, they will have higher perceived trust. This trust is mediated by co-creation (interactions and information).

We also posit that perceived risk and trust will ultimately increase customer purchase intentions as customers will feel more comfortable to purchase with lower uncertainty (Rachev et al., 2011) and higher reassurances through trust (Corritore et al., 2003).

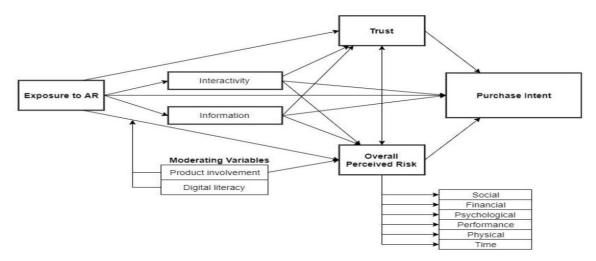


Figure 1: Conceptual model

Methodology

Three hundred and twenty (320) subjects were recruited from sixteen undergraduate classes to participate in an experiment that involved a survey to evaluate their attitudes towards consumer products. Participants in the control groups viewed one of two posters (either a smartphone or a burger) then answered a questionnaire. Within the treatment groups, participants viewed one of the two posters (smartphone or burger) and viewed a video showing a user demonstrating how a customer would see the poster using AR. They then answered a survey that was similar though modified according to differences in treatment.

A MANCOVA investigated the differences between the groups. Three independent variables were inserted: group, product involvement and digital literacy. Furthermore, six dependent variables were included: salient perceived risk dimensions (financial and physical), perceived trust, purchase intent, interactions and information. A covariate construct was formed through multiple indicators that aim to further control for attitudes. Additionally, PROCESS mediation analysis was performed to assess the mediation effects of interactions and information

Results and Discussion

The results of the MANCOVA suggest that exposure to AR significantly reduces the salient perceived risk dimensions, increases perceived trust and increases purchase intent. Furthermore, the PROCESS mediation analyses suggest the relationship between exposure to AR and the reduction in salient risk dimensions, increases in perceived trust and increases in purchase intent is mediated by the co-creation variables of interaction and additional information. Additionally, it was interesting to see that the salient risk dimensions identified were the highest ranked risk dimensions. In other words, financial risk is higher for the high involvement product than the low involvement product, and physical risk is higher for the foodbased product compared to the non-food product. Furthermore, it is the same risk dimensions that were reduced significantly with exposure to AR.

This study contributes to our understanding of co-creation and to the marketing literature at large as it provides empirical evidence that exposure to AR increases co-creation and that leads to multiple advantages such as a reduction in the salient perceived risk dimensions, an increase in customer perceived trust and an increase in customer purchase intent. Future research will

investigate additional moderators, products and services to further validate the impact of AR in the role of co-creation within customer decision-making.

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Attracting the next generation of visitors to art galleries

David S. Waller, University of Technology Sydney Helen J. Waller, University of Sydney, Verge Gallery

Abstract:

While most major cultural institutions are government owned, there is a growing concern regarding the attracting of young people to these buildings. At a time when the younger generation are interested in new technology, instant gratification, and concern about the future, a critical issue is to continue the work of exhibition, preservation, communication, and education of artifacts or artworks from the past or present, and attract this important sector to become engaged and visit. This paper presents the results of a survey of 163 Millennial students to ask them about their previous visit to an art gallery and, with the help of thematic analysis and Leximancer, provides suggestions for attracting visitors to art galleries, including possible future exhibitions and media to communicate with new potential visitors.

Keywords: Art Galleries, Millennials, Visitor Attendance

Conceptualising Chinese adolescents' social media use

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Abstract:

Social media are considered important marketing tools for targeting young consumers in China. However, little is known about Chinese adolescents' brand-related social media use. A review of the extant literature identified the strength of materialism as well as peer and parental influences on Chinese adolescents and revealed how social media use impacts consumers' cognitive, affective and behavioural responses. Of these factors, materialism is particularly fascinating given that its importance to young Chinese consumers would seem to be at odds with China's political ideology and collectivist cultural values. A framework for describing Chinese adolescents' social media use and future research directions are proposed.

Keywords: social media use, adolescents, China

Understanding the creation and consumption of creative spaces

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Abstract:

This paper undertakes a quantitative approach to explore the concept of creativity in workspace design and its consumption by those whose primary role is to engage in creative practices (Creatives). Workspace organisation, design and employer control are important considerations for employee management as employee engagement (or disengagement) are directly linked. A survey of 446 participants, using Amazon Mechanical Turk (MTurk), considered aspects of work environments, including workspace design and redesign, and usage. Work environments were defined across four axes of organisation, a), fluid spaces versus those that are closed off or isolated, 2) neat versus cluttered, 3), personal spaces versus those provided by an employer and 4) consistent or routinely used spaces versus anywhere. Self-reliance was correlated with creativity, and female participants viewed themselves as being more creative than their male counterparts. However, this self-perception did not have an impact on perceived performance.

Keywords: Creativity, workspace design, creative behaviours

Binge-watching needs: An exploration of the role of technology

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Abstract:

Watching television shows in quick succession on Netflix, Amazon Prime platforms is on the rise. This binge-watching behavior, even though widespread among consumers, has received limited attention from marketing academics. Current research conceptualizes binge watching needs and examines their effect on gratifications. We apply Uses and Gratifications (U&G) theoretical lens for hypothesized model development and test the model empirically in two cities of India. We add a new category needs, named as technology-related needs, to already existing content related needs, present conventional television mode. We found one technology-related need - modality (presence of media content in various formats leading to superior experience) – to be statistically significant. We also found a strong interaction effect of self-control, used in earlier binge eating and binge shopping studies, in which the effect of modality and navigability is heightened for the consumers who have low self-control. The paper concludes with actions for marketers, consumer advocacy groups, and public policymakers.

Keywords: Binge watching, technology, self-control

A famous crime drama "Breaking Bad" has gained immense popularity in the recent past, even though the television drama series got ended in 2011. "I think Netflix kept us on the air" - the series creator Vince Gilligan admits in Emmy Awards ceremony (Hernandez, 2014). He is not alone in admitting the role of Netflix in popularizing television content. A show independently produced by Netflix, *House of cards*, is already running its sixth season, is distributed via only internet (Netflix, 2018). Netflix and Amazon Prime popularity is on the rise. Past Academic research on this new phenomenon "binge-watching" is scarce and limited to a few recent studies (Merikivi, Salovaara, Mäntymäki, & Zhang, 2017; Panda & Pandey, 2017; Schweidel & Moe, 2016; Shim & Kim, 2017; Steiner & Xu, 2018). With exception to Merikivi et al. (2017), the primary concerns of all the studies so far is to explore the motivations of consumers to binge watch (i.e., explained variable is the binge-watching hours) (Panda & Pandey, 2017; Schweidel & Moe, 2016; Shim & Kim, 2017; Steiner & Xu, 2018). So far, none of the studies have addressed the *gratification* aspect of binge-watching and scaffold it back to the *needs* of binge-watching directly. Our research advances the understanding of needs to binge watch, built on conflicting results from multiple prior studies, ignored individual characteristics of users and absence of a single theoretical overarching framework to explain the needs in the previous studies. The current research aims at filling this gap in the literature.

Our objective of this research is to analyze the needs of binge-watching and find if these needs explain gratifications obtained post-binge-watching. The rise in popularity of binge-watching over internet indicates the increased role of technology in enabling ease of access, time flexibility, availability of various content in the online medium. Hence, we analyze *technology related gratification needs* using three constructs, i.e., modality, navigability, and social influence. We keep flow or immersive experience, kill time, entertainment, and escape from reality under *content related gratification needs* category in this research paper. While content related gratification needs are always there in the watching television by traditional mediums, technology related to gratification needs are relatively new for internet enabled media distribution. Moreover, we introduce individual differences, i.e., *self-control* as a parameter, used in earlier binge studies, i.e., binge eating, binge drinking, and binge shopping. Does selfcontrol also play a similar role in binge-watching gratifications?

We address three research questions in line with this aim:

- RQ1. What are the needs of consumers to binge watch?
- RQ2. Do these needs explain gratifications obtained post-binge-watching?
- RO3. Does Self-control moderate the relationships as specified in RO2?

Background and Conceptual Model

Our research uses the Uses and Gratifications (U&G) theory lens (Katz & Lazarsfeld, 1955; Katz, Blumer, & Gurevitch, 1974; Ruggiero, 2000) to analyze binge media consumption. Also known as *needs and gratifications* theory, it distinguishes between individual users' needs to binge watch or gratification *sought*, and gratification *obtained* post binge watching *usage*, a theoretical concept used limitedly in prior binge-watching studies. In keeping up with assumptions of U&G theory, media researchers have often focused on several social and psychological factors to understand people's media consumption behavior. However, these assumptions also mean the inherent drivers of media consumption is the social and psychological needs of the consumers.

However, with the popularity of one technology, i.e., Internet, it is dangerous to categorize internet as a single monolithic medium and focus on social and psychological factors alone in U&G research (Sundar & Limperos, 2013). According to Lichtenstein and Rosenfeld (1983),

there can be medium-specific needs rather than psychologically felt needs of an individual. For example, two different technology mediums can lead to gratifications of the same consumer in different ways. For example, the gratification obtained from watching content on internetenabled binge platforms can be completely different from watching the same content on television. Here clearly, the gratifications are driven by new possibilities offered by technology-enabled platforms. Our research investigates three such possibilities offered by technologies, i.e., modality, navigability, and social influence in binge-watching.

Methodology

A pilot test phase was conducted on measurement items, demographics, and binge-watching behavior questions by an online survey platform. Data collection happened in two steps. In the first step, an online survey was e-mailed to respondents from different parts of India by an online market research agency. The online survey received a total of 127 responses. From these responses, 100 complete responses were usable for the exploratory factor analysis (EFA) and to assert the validity and reliability of the survey instrument. The EFA was conducted by SPSS Version 23 using N=100 valid responses, obtained from pilot survey samples. The purified final 28 question measurement is sent by e-mail to graduates of two cities - Mumbai and Bangalore. In the final sample of N=288 valid responses, participants have identified themselves as 21-45 years of age, and 83% of them spend more than one-hour daily binge watching. Furthermore, 80% of the respondents have identified as having at least one paid binge service (i.e., Netflix, Amazon Prime, or hotstar), with 38% Amazon Prime and 32% Netflix subscriptions. As shown, Cronbach α of each construct shows values between 0.70 and 0.84. Inter-item correlations in a single construct are in between 0.4 and 0.6. Once internal validity and reliability of the constructs are ascertained, further statistical analysis was conducted in IBM AMOSS 20 on N=288 valid responses. Our research uses co-variance based structural equation modeling (SEM), and it is employed in two steps -1) In the first step, confirmation factor analysis (CFA) was conducted, and measurement models fit index is ascertained. 2) In the next step, the structural model was developed, and hypothesis support is verified

Results and/or Discussion and Contributions

The model in the paper is first to introduce technology in the binge-watching research. The paper introduces empirical validation of two specific aspects of technology - modality (presence of media content in various formats) and navigability (simple user interface). Our research finds the need for technology modality leading to superior experience explains the gratifications obtained post binge watching. We found weak significance of addiction (operationalized via flow construct) which is different from binge effect as suggested by previous research i.e. excessive drinking (Wechsler et al., 2002), eating (Faber et al., 1995; Heatherton & Baumeister, 1991) and shopping (Faber et al., 1995). This weak significance effect confirms the results obtained in Merikivi et al. (2017) that explores the specific relationship between the involvement factor in binge-watching and user satisfaction. However, for media consumers who have low self-control, they are exposed to the risk of being addicted to the Binge-Watching, evidenced by a strong interaction effect between flow and self-control. Finally, technology further accelerates the addiction behavior of low self-control consumers evidenced by a strong interaction effect between technology (modality and navigability) and self-control

Implications for Theory and Practice

Our research differs in the following three ways from earlier binge watching studies -1) Presence of a single overarching framework to guide hypothesis development 2) Explicit distinction between technology needs gratification and content needs gratification while developing explanatory variables 3) Use of Self-control as individual differences among consumers, to draw parallels to earlier binge studies, i.e., binge eating, drinking and eating. Our results can be used by content producers and binge platforms to fine tune their binge technology strategy in addition to content strategy. Moreover, our results can be used by consumer advocacy groups to alert the consumers of possible addictions arising out of bingewatching, especially to the users who have low self-control. Finally, tagging a new phenomenon to the existing classification of binging will not only limit our understanding but also forgo many opportunities that might come on our way.

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Generation-Y cohort loyalty potential towards store brands

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Abstract:

This goal of this study was to assess attitude towards store brands, trust in store brands, and brand loyalty among Generation Y individuals towards store brands, focussing on supermarket store food brands. A total of 489 usable questionnaires were analysed to study this relationship. The variables attitude and trust showed significance, which meant that both influenced the variable loyalty. No significant difference between the data from female and male Generation Y individuals was found. As such, it was concluded that female and male Generation Y individuals held the same beliefs regarding store brands. It is recommended that store brands focus on improving their image in order to promote a positive attitude and trust to garner a higher degree of loyalty. Moreover, for stores who do not simply want to market their products as 'cheaper', can make use of this study to build brand loyalty.

Keywords: Generation Y, attitude, store brands

Store brands are a multitude of products that are mostly unadvertised and are products sold by a group of retail outlets (Wordnik, 2019). Store brands are often equated with bargain quality and provide substitutes for most popular in-store products today (Heller, 2011). Moreover, many store brands (however, not all) are the same or very similar to national and international brands. The main difference in these cases is the marketing costs of those products. National and international brands spend high amounts on advertising, branding, and packaging to convince customers to buy their products instead (Layton, 2011). The success of store brands can be partly attributed to slowing global growth and lingering effects of previous recessions that have impacted the market with countries such as Spain and Switzerland leading the way (Rubio, Villaseñor & Yagüe, 2017:358). Consumers of store brands had varying motivations to switching to store brands, one of them being the lower cost. Regardless of its relatively cheaper nature, research finds that many of those who switched found store brands to be of acceptable quality and continued to purchase these store brands (Kaswengi & Diallo, 2015:71). However, it should also be noted that an attitude towards a store influences the view of individuals on the store's store brands. Thus, when individuals have a positive attitude towards a store, they would be more inclined to make use of the store brand (Nikhashemi, 2016:432). Where customers become more inclined towards loyalty towards store brands, there lie benefits for both the customer and the store (Kandanarachchi, 2014).

There are benefits for stores who invest in and sell store brands. Store brands are less expensive for the store itself, as there is a saving in costs for branding, packaging, and advertising, which leads to a higher profit margin. Moreover, stores can differentiate themselves from competitors by having their own store brand, which could then lead to higher levels of store loyalty (Corstjens & Lal 2000). This is corroborated by Seenivasan, Sudhir and Talukdar (2014:23) who state that store brands, especially those of high quality, contribute to higher motivation in buying those brands, and therefore aids in store loyalty. This is an important factor as store brands can not simply position itself as the cheapest option. Customers are willing to pay for quality and other brands can always be cheaper by cutting costs, which leads to a negative situation for all involved, in the long run. Moreover, when competing on price, other factors must be considered such as the fact that the store will have to sell more of a product, which also leads to more possible complaints and an increase in transport costs (Templeman, 2015). Brands should, however, position and target products both according to Generational lines as well as where the individuals are on are in their own lifecycle as this has shown to be a high impact factor in spending patterns (Parment, 2011; Kim, Knight & Crutsinger, 2009:550-551).

The questionnaire for this study used new questions to provide a fresh perspective on the matter. The data provided adds to the current literature surrounding store brands and provides a South African perspective from the point of view of Generation Y individuals. This data can be used by store brands to influence and motivate loyalty towards their products by showing that is a positive attitude towards store brands in South Africa, there is also trust, and students are prepared to be loyal to products that are of good quality. This aids stores who want to increase their profit margin as it shows that high quality products can lead to higher rates of loyalty, which can translate into higher sales. Higher sales can thus be achieved without stores having to spend more on advertising, branding, or packaging.

The aim of this study is:

To test the loyalty potential of the Generation Y cohort towards store brands by assessing the effects of attitude and trust on loyalty.

We address the following research question in line with this aim:

RQ1: To what extent does attitude towards store brands and trust in store brands influence the loyalty of the Generation Y cohort towards store brands?

Methodology

The research vehicle used for this study was a questionnaire, using non-probability convenience sampling. A Likert scale was used to measure the attitude, trust, and loyalty of the Generation Y cohort. Several university lecturers were approached and asked to give questionnaires to potential respondents. A total of 489 questionnaires were deemed viable. The questionnaire tested for demographics, attitude, trust, and loyalty. A total of 51 per cent of the respondents were female, and 49 per cent male. Data were analysed and reliability and validity established. Next, a regression analysis was conducted to assess the relationship between the independent variables and the dependent variable. Lastly, a two independent samples t-test was conducted to ascertain whether any statistically significant differences existed between female and male Generation Y individuals regarding the three variables.

Results and/or Discussion and Contributions

The data showed that a statistically significant relationship exists between the variables attitude and trust, towards loyalty. Moreover, the data showed that a statistically significant difference only existed between female and male Generation Y individuals for one variable, loyalty. However, the Cohen's D test showed that the effect size was too small to be considered in any marketing endeavours. Furthermore, the data showed that there is sufficient correlation between the three variables, which shows that they influence one another significantly in a twotailed direction

This data contributes to the literature regarding store brands, by showing the relationship between attitude and trust to loyalty. Moreover, the data provides an added dimension to the female and male Generation Y cohort. Lastly, the data shows that a statistically significant correlation exists between the three variables, which means that a decrease in trust or attitude would lead to a proportional decrease in loyalty.

Implications for Theory and Practice

This study shows that for the Generation Y cohort to be loyal to store brands, certain measures are needed to be put in place. When attitude and trust are correctly managed, store brands can work towards establishing loyalty towards their products, apart from simply advertising as the cheaper alternative. Many individuals have shown resilience to products that are advertised as cheap, and as not all store brands manage to reach economy of scales to achieve the low prices they need, it might prove useful to find alternative ways of achieving brand loyalty. Methods might include convincing influencers as well as consistently providing quality products.

There is no statistically significant difference between female and male Generation Y individuals regarding their view on store brands; organisations can market products on a more homogenous basis. As it is more expensive to customise branding and advertising towards different segments, organisations can use this study as evidence that a homogenous advertising campaign and branding can be used to reach both female and male Generation Y individuals. This study aimed to show that loyalty towards store brands is a possible and oftentimes crucial endeavour

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Travellers' adoption of virtual reality technology

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Abstract:

Using the Value-based Adoption Model (VAM), this study investigates the adoption of virtual reality (VR) technology from the traveller's value perspective rather than the technology user's viewpoint. 208 valid responses were obtained from the consumers who are aware of the VR and used at least once in the previous year. The hypothesized relationships were tested using structural equation modeling. The result of the study revealed that perceived immersion and perceived physical risk are the most critical indicators of benefits and sacrifice, respectively. Moreover, while perceived value was the most important predictor of the intention to adopt VR; this study indicates that the sensation-seeking behavior also positively affects the intention to adopt VR for evaluating various tourist destinations. Therefore, this study has advanced the VAM by including three new important constructs in it. The findings of this study will help destination marketers to prepare plans to promote tourism destination using VR.

Keywords: Virtual Reality, Value-based adoption, Perceived value

Your happiness made my day: Consumers' decisions considering others

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Short Abstract:

Consumers inevitably encounter choices in a daily basis. Prior research has investigated various goals of consumers' decision-making, such as accuracy maximisation, effort minimisation, reducing negative emotions and justifiability. This paper put forth a unique decision rule, which concerns individuals' decisions considering others. Specifically, the authors posit that consumers are likely to de-optimise their choices to optimise others' decision-making. To empirically test this contention, the authors conducted a series of five experiments. We found convergent results, such that when others are salient in decisionmaking, or the others in decision-making are close friends, consumers choose their lesspreferred option to optimise others' decision outcomes. Furthermore, we extended the proposed effect such that consumers were also considering others' decision process. Specifically, the decision-considering-others effect was stronger when only one favourite option was available in the choice sets.

Keywords: Decision, De-optimisation, Decision-making Goal

Public servants and society: A normative perspective

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Abstract:

Research investigating public servants as consumers and influencers in society is scant, despite their potential as actors of social change. This study examines the influence of public servants on society in the context of green purchasing behaviour. A conceptual framework is derived from a literature review of three normative variables: subjective, descriptive and injunctive norms. Other factors that are also considered in this study are proximal and distal peers, where the normative variables are taken into effect. It is hypothesized that descriptive norms alleviate the discrepancy between intention and actual behaviour. Proximal descriptive norms with positive public servant stereotypes can potentially influence the behavioural transfer process. This study contributes to the literature on social norms be proposing an avenue to narrow the discrepancy between intention and actual behaviour.

Keywords: public servants, normative variables, green purchasing behaviour

Who's more brand loyal – women or men?

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Abstract:

Many studies have examined the association between gender and brand loyalty. However, much of the evidence on this topic is based on survey results, with little work using actual consumer purchases. We examine the impact of gender on behavioural brand loyalty using consumer panel data. We use single-person households to avoid confounds due to family purchasing. We use brand repertoire size and Share of Category Requirements (SCR) given to main brand as the loyalty metrics. We analyse brands in 5 UK consumer packaged-goods categories and present initial, model-free results. In contrast to the predominant view in the literature that women are more brand-loyal, we find men are more (behaviorally) brand loyal, albeit not markedly so - with smaller brand repertoires, and larger SCR given to their main brand.

Keywords: brand loyalty, gender, consumer goods.

Introduction and Research Aim

This study examines whether behavioural loyalty towards brands, specifically packaged-goods brands, differs according to the gender of the buyer. The importance of loyalty to business cannot be understated (e.g. Mellens, Dekimpe and Steenkamp, 1996), whilst gender is a common basis for market segmentation (Tifferet and Herstein, 2012), and many advertising campaigns are developed specifically for one gender or another (Iyer, Soberman and Villas-Boas, 2005). Manufacturers and retailers can now readily identify the gender of a prospect, buyer or a household's principal shopper and target them with tailored marketing information – either for customer acquisition or for loyalty-building. Knowing how and under what circumstances loyalty differs according to gender is therefore important marketing knowledge.

Past work about gender and loyalty provides mixed results. Literature on fidelity suggests men are less loyal to partners (Blow and Hartnett, 2005). Psychological literature suggests males favour independence to a greater extent than females (Cross and Madson, 1997), implying brand loyalty should be lower for men. A number of studies report higher brand or store loyalty among females, for example Mittal and Kamakura (2001), Dimitriades (2006), Tifferet (2012), and Maurer Herter (2014). However, Bell, Auh and Smalley (2005) found men are more loyal, while McGoldrick & Andre (1997), Patterson (2007), and Magi (2003) found no difference between genders. Also, loyalty may depend on the object to which it is directed, for example Melnyk et al (2012) found women were more loyal to particular individuals, while men were more loyal to companies. It is also the case that almost all the evidence on this issue is based on self-reports rather than recorded purchase behavior. We seek to make a contribution to this body of work by comparing brand loyalty levels according to gender, using recorded purchasing of brands over time via a consumer panel. The context of the study is consumer-packaged goods.

Research Question

Is there a difference in brand loyalty towards packaged goods brands according to gender?

Method

We analyse consumer panel data provided by Kantar UK on five diverse CPG categories, as shown in Table 1. We include only single-person households to avoid confounds due to buying multiple brands for family members. We calculate the average brand repertoire size (Dawes, Meyer-Waarden and Driesener, 2015) for each buyer in each category within a 12-month period as a loyalty measure. We also calculate the share of requirements or SCR allocated to the buyer's main brand (Stern and Hammond, 2004) as an additional loyalty indicator. Additionally, we compute the rate at which each household purchases the category since it is inversely related to brand purchase loyalty (Romaniuk and Nenycz-Thiel, 2013).

Results

	Repertoire size (n brands purchased in 12 months)		Requirements		# Occasions purchased category		No of HH's	
	Female	Male	Female	Male	Female	Male	Fem	Male
Analgesics	2.0	1.8*	71	76*	4.8	4.7	1826	854
Cereal	4.0	3.7*	52	56*	9.6	10.0	3040	1724
Toothpaste	1.8	1.7*	80	82*	3.2	3.2	2465	1386
Spirits	2.6	3.2*	70	68*	4.4	6.2*	1529	876
Yoghurt	4.2	3.2*	58	65*	12.8	11.5	2816	1326
Average	2.9	2.7	66	69	7.0	7.1		

^{*} statistically significant difference at p<0.05 using t-tests.

We see in the table that males have smaller repertoire sizes and allocate a larger SCR to their main brand in 4 of 5 categories. The exception is Spirits, for which males show lower loyalty in both repertoire size and SCR for main brand. However, males buy more of this category per year, which lowers their average brand SCR (Stern and Hammond, 2004). The overall finding here is that males more commonly exhibit higher behavioral brand loyalty than females in these consumer goods categories.

Conclusions

The initial finding, that males tend to be *somewhat* more brand-loyal, is important. It adds to our knowledge base about a topic that has mostly indicated women exhibit higher loyalty, but with some mixed results. Marketers in both packaged goods companies, and retailers, can use this information. Arguably, campaigns to reinforce brand loyalty are somewhat more feasible towards female buyers, whilst campaigns to encourage switching may be slightly more appealing to male buyers. However, more work needs to be done to see if this finding generalizes, using additional categories and employing a multivariate analysis to control for factors such as price-promotion buying and differences in the rate at which buyers buy the category; both of which will affect behavioral brand loyalty.

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Protestant work ethic qualifies sunk cost effect

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Abstract:

The sunk-cost effect predicts that consumers should consume greater quantities under flat-rate pricing (e.g., at buffets) if they are charged higher prices, regardless of how much they actually need. However, previous empirical findings in this context have been mixed. We find that such sunk-cost effects only hold among people who strongly believe in the Protestant Work Ethic (PWE), an influential concept used to explain the historical rise of capitalism. People who believe in the PWE emphasize frugality and input-outcome correspondence, and are therefore more likely to feel entitled to consume larger quantities as their expenditure increases. This belief leads them to overconsume under flat-rate pricing. In contrast, people who do not subscribe to the PWE consume similar quantities regardless of the level of spending. One field experiment and three controlled studies support these propositions, showing that a supposedly virtuous belief may ironically induce behaviour that is not virtuous.

Keywords: Protestant Work Ethic, Sunk Cost Effect, Overconsumption

Introduction and Research Aim

Overconsumption—consuming more than what is needed—is a major cause of environmental and health problems. Its related wastage in service businesses also influences operating costs and firm profitability. Overconsumption under flat-rate pricing (e.g., at buffets) has mainly been studied as a manifestation of the sunk cost effect (Arkes and Blumer, 1985). For example, research has shown that consumers eat more in a buffet restaurant if they had paid in full instead of a discounted price, even though they did not enjoy eating more (Just and Wansink, 2011).

Although the sunk cost effect appears in many economics textbooks and is regarded as a classic example of human irrationality, empirical evidence in support has been mixed. Many have documented this effect (Arkes and Blumer, 1985; Gino, 2008; Soman and Cheema, 2001), but several others have failed (e.g., Ashraf et al., 2010; Friedman et al., 2007). The "Many-labs replication project" found that the sunk cost effect was replicated only 50% of the time (Klein et al., 2014). To reconcile this discrepancy, the current research aims to investigate whether there exists important heterogeneity in the tendency to succumb to the sunk cost effect, as a function of a person's belief system—in particular, the Protestant Work Ethic (Weber, 1905). Our findings shed light on the overall weak effects across previous sunk cost studies when participants were always examined in aggregation and dispositional differences were ignored.

We address two research questions in line with this aim:

RQ1: How does the belief in the Protestant Work Ethic influence sunk cost effect?

RQ2: What is the underlying mechanism (i.e., the mediator)?

Background and Theoretical Development

Weber (1905) introduced the Protestant Work Ethic (henceforth PWE) to explain the historical rise of Western capitalism. In its modern conceptualization, PWE is a secular belief system that describes the extent to which a person believes in hard work, asceticism, frugality and self-reliance (Cheng et al., 2017; Furnham, 1990). Research has shown that the PWE has many work-related consequences, including higher commitment to work and improved performance (Merrens and Garrett, 1975), and higher job satisfaction (Blood, 1969), etc. Recently, marketing researchers have shown that the PWE overgeneralizes and influences work-unrelated consumer behaviours, such as price-quality or taste-efficacy heuristics (Cheng et al., 2017). Then how does PWE influence sunk cost effect in the context of flat-rate pricing?

First, an essential component of PWE is frugality—a belief that people should not waste their money and time for unnecessary reasons (Cheng et al., 2017). Because researchers have suggested that the sunk cost effect is likely driven by a general norm to avoid waste (Arkes and Ayton, 1999; Arkes and Blumer, 1985), those who believe strongly in the PWE should be more susceptible to the sunk cost effect. Secondly, an attentive mental accounting/tracking of the costs and benefits also contributes to sunk cost effect (Roth et al., 2015; Soman, 2001). Because another fundamental component of the PWE, namely, the belief that "hard work leads to better outcomes" (Weber, 1905; Furnham, 1984; Miller et al., 2002) makes people strive to maintain cost-benefit correspondence (Cheng et al., 2017; Garrett, 1973), high-PWE people are more likely to succumb to the sunk cost fallacy. Four studies show that the PWE does indeed qualify the sunk cost effect.

Studies and Results

Study 1 (N=200) was a field experiment conducted in a fast-food restaurant in China. We designed an oversized seasonal meal set priced at RMB 45.50 (~US\$6). Experimenters dressed in restaurant uniforms promoted this meal set with a discount of either RMB 5 or RMB 40, for

customers who filled out a questionnaire that measured PWE (Mirels and Garrett, 1971), perceived food quality, and demographics. Food left on the tray was collected and weighed. As expected, high-PWE customers ate more (i.e., left less) when they spent more vs. less, whereas low-PWE customers' consumption quantity was not influenced by expenditure. The result held after controlling for perceived food quality and demographics, hence it was not driven by pricequality heuristics (Cheng et al., 2017).

Study 2 manipulated price at two levels (low vs. high) and measured PWE. Undergraduate students (N=141, 67 female) imagined visiting a city and staying at a 4-star hotel. In the high price condition, the room price was HK\$1,500 (approximately US\$200) per night. In the low price condition, the room was at HK\$499 per night due to a promotion. Participants saw a photo of a bathroom sink with five complimentary personal hygiene items (shampoo, conditioner, shower gel, mouthwash, moisturizer; each in a small bottle) beside it, and were asked to indicate how much of each item they would use (1=None, 2=1/3 bottle, 3=2/3 bottle, 4=full bottle). Participants also indicated the minimum amount of each item they would need. Finally, they completed the PWE scale and some possible covariates. Regression analysis revealed a significant interaction of PWE and price, even after controlling for minimum need. Spotlight analysis showed that high-PWE (1SD above mean) participants indicated they would use significantly greater quantities if the room price was high (vs. low), regardless of their minimum need. Low-PWE (1SD below mean) participants' usage was not influenced by price.

Study 3 replicated the findings with a different setup, and tested the mediational role of felt entitlement. Undergraduate students (N=141, 65 female) imagined buying clothes. In the high (vs. low) spending condition, customers could get one gift wall calendar for every HK\$300 (vs. HK\$50) they spent, and they eventually spent HK\$1,800 (vs. HK\$300). Therefore, everybody was eligible to request up to six identical wall calendars and they were free to request fewer if they did not need that many. Participants indicated how many calendars they would like to request, and the minimum number they actually needed. They also answered three questions that measured entitlement (e.g., "I should get the most for my money") and completed the PWE scale. Regression revealed a significant interaction of PWE and expenditure. Specifically, high-PWE participants requested more identical calendars if they spent more (vs. less) money, regardless of their actual need. Low-PWE participants' requests were not a function of their spending. Entitlement fully mediated the effects.

Study 4 resembled study 3 except that we primed high versus low PWE by asking 292 American MTurkers to read a historical letter written either by Benjamin Franklin or Charles Bukowski (Cheng et al., 2017). The results replicated.

Implications for Theory and Practice

This research reconciles the discrepancy in the sunk cost literature by discovering an important yet ignored qualifier, namely, the PWE. It also contributes to the PWE literature by showing that such a supposedly virtuous belief could lead to un-virtuous behaviour such as overconsumption, while most extant PWE research has focused on its positive influence. By studying the antecedents of overconsumption, our findings could also help businesses and policy makers to predict and regulate overconsumption, which has important implications for environmental sustainability, public health, and firm profitability. To identify high and low PWE consumers, marketers can observe certain behavioural cues (Cheng et al., 2017).

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Understanding co-creation of value in LAN parties

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Abstract:

Using co-creation of value as an initial framing theory this paper explores the value of Local Area Network (LAN) parties for eSports consumers. LAN Parties are events where eSport consumers gather together with their computers in a physical location to play and socialise in person. The paper provides initial insights into the motivations for those attending LAN parties and the practices involved through ethnographic observations and thematic analysis of ten interviews conducted at the Mega-LAN DreamHack in Sweden. These motivations and practices are situated within the shared cultural capital of gaming and eSport and are heavily intertwined with commercial actors and brands. Given the nascency of both the context itself and the marketing literature surrounding it this paper offers initial understanding how marketers can potentially understand and work with a rapidly growing younger demographic of consumers.

Keywords: Co-Creation, eSports, Video Games

Introduction and Research Aim

The eSports market is one of the fastest growing in the world with the global audience increasing from 134 million in 2012 to 644 million by 2022 (Statista, 2019). To date research within the business context has focused on players and consumers while media research has been directed towards the relationships between eSports, sports, and media; definitions and delimitation of the context; the methodologies for study; and the practice of live streaming gameplay (Reitman et al., 2019). eSport as a phenomenon remains one where little is known about the business models and market practices that are driving this growth (Scholz, 2019).

While there is a growing market development towards monetizing the audience of eSports, the audience itself, is the most significant stakeholder in the system, actively participating in the shaping and development of the market (Scholz, 2019). This presents a context where value is co-created through networks of market actors, rather than firm-managed value propositions (Vargo & Lusch, 2017). However, eSport companies are increasingly becoming engaged in the growth of the market as media companies (Scholz & Stein, 2017) and as a result understanding the eSport market continues to become more complex (Scholz, 2019).

The social and economic growth of eSport has led to more offline events to host eSport competitions (Jenny et al., 2018) which represent hybrid events, a combination of the online and offline worlds where the digital and real life intersect (Simons, 2019). These large-scale events have their roots in the Local Area Network (LAN) parties where players hooked their computers up physically to compete before the high-speed internet era allowed remote play (Taylor, 2012). Events such as DreamHack, the world's 'largest digital festival', and a successful international eSports tournament organizer represent a 'Mega-LAN' (Taylor & Witkowski, 2010) due to the thousands gathering there to play bi-annually in the Swedish city of Jönköping.

The aim of this study is:

To understand the role of LAN events for eSport consumers and investigate the practices that inform them.

We address two research questions in line with this aim:

RO1: What are the motivations to attend a LAN party?

RQ2: What consumer practices for value co-creation inform LAN parties

Background

In the broadest sense, marketing is about creating value, through networks of exchange and from this perspective, value co-creation becomes the purpose of society, ergo the market exists to support society (Vargo & Lusch, 2017). This is especially obvious in the eSports market which has been developed and professionalized through the interrelated consumption practices of those playing, watching, and governing (Seo & Jung, 2016). In marketing terms we need to understand the processes that underlie this value co-creation from the perspective of communities within eSports (Seo, 2013) and how eSports empowers consumers to innovate forms of value for themselves, gaming companies, and society at large (Seo, Buchanan-Oliver & Fam, 2015).

Methodology

This research adopts a qualitative approach supported by extensive ethnographic observations and informal discussions conducted within the local eSports scene, local LAN parties and at DreamHack Winter 2018. Ten interviews were conducted onsite at DreamHack Summer 2019 with attendees as a pilot study in order to understand the motivations for attendance and the practices involved. Thematic analysis was conducted in order to provide an initial understanding of the phenomenon with further interviews scheduled with those involved in the organization and creation of LANs to investigate and expand upon these initial results in more detail.

Initial Results

Results indicate that LAN attendance is driven by a series of varying social motivations rooted in a shared gaming culture and passion for competitive gaming and eSport. These social motivations include; catching up with old friends in real life, meeting new friends, meeting online friends in real life, competing as a team and the experience of being part of a larger community. Central to these social connections is the shared culture surrounding gaming and eSports and this informs a host of practices that were reported and that we observed.

Central to all activities of a LAN is the hybrid nature of these events in that they represent taking digital practices into an offline space. Practices at LANS may be conducted online, offline or as a hybrid of the two. These practices represent attendees co-creating value between themselves, with the LAN organizer (in this case DreamHack), the game developers and various brand representatives relevant to the context such as equipment producers, professional players or professional live streamers. These co-creation practices are intertwined while being heavily embedded within media and business frameworks meaning this nascent industry represents a lot of opportunity for co-creation practices with commercial actors.

Implications for Theory and Practice

Despite impressive growth as an industry, eSport remains relatively unexplored from a marketing perspective with a few exceptions (e.g. Seo, 2013). This study represents one of the first investigations of eSport and offline activities from a marketing perspective and as such can provide valuable insights from both a theoretical and managerial practical perspective.

eSport as a phenomenon is grass root driven (Taylor, 2012) and is unusual as an industry in that it empowers these grassroots through bottom up resource allocation (Scholz & Stein, 2017) meaning that events such as LANs can provide valuable insights into the entire industry. As a result, in terms of theoretical perspectives, we seek to answer the call of Seo (2013) and Seo et al. (2015) to investigate and understand the co-creation practices that underpin the unique audience driven context that is eSport through investigating these phenomena. From a managerial perspective an understanding of LAN parties can enable practitioners to become more engaged in a context where, for example, the value of activities such as sponsorship remains unclear to interested marketing companies (Korpimies, 2019). The industry is generally represented by a younger demographic which is growing rapidly and as a result is of interest to marketers looking to engage these segments.

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Driving substitution: The case of plant-based meat

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Abstract:

With the ease of which information is spread through social media and the Internet, consumers are becoming increasingly aware of the environmental, social and political issues that surround our traditional food supply-chain. Consequently, we are witnessing a transformation of consumption behaviour as consumers move towards more sustainable dietary practices that are lower in meat and higher in plants and plant-based alternatives, or 'meat substitutes'. Therefore, this study aims to understand the consumer attitudes towards meat substitutes as well as the motivations and deterrents for consumption. To explore consumer perceptions and behaviour, semi-structured in-depth interviews were conducted in Christchurch, New Zealand. We interviewed a cross-section of consumers including those with varying levels of product usage and dietary preferences (vegan, vegetarian, flexitarian and omnivore). A number of product and social factors were found to impact on product perceptions and adoption including price, availability, inclusiveness and interpersonal influence.

Keywords: Meat Substitutes, Future of Food, Sustainability

In organic food we trust

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Abstract:

This research fills an important literature gap in relation to the conceptualization of consumer trust in organic food as well as the empirical investigation of its' antecedents. As for the former, the study identifies *particularized*, *generalized* and *institutional* organic trust as key dimensions of the organic food trust construct. Then examine how (i) how general and outlet-specific organic food consumer experience and (ii) personal values influence trust in organic products. Findings reveal that consumer personal values related to self-enhancement and self-transcendence are positively associated with trust in organic foods, whereas values related to security and openness to change show no relationship with organic food trust. Theoretical and managerial implications of the research findings are discussed.

Keywords: Organic food trust; consumption experience; personal values.

Introduction and Research Aim

While there appears to be a consensus in the literature that trust in organic food spurs organic purchasing behavior (see e.g. Konuk, 2018; Yin et al., 2019), there is a dearth of studies that focus on the concept of organic food trust itself and its foundations (Rittenhofer and Povlsen (2015). This study aims to fill this literature void by drawing on previous literature that conceptualized individual trust as a function of both knowledge and a universal faith (Simmel, 1906; Rempel et al., 1985; Lewicki & Bunker, 1995, 1996; Zachmann & Østby, 2011; Zagata & Lostak, 2012). The paper's purpose is to examine to what extent personal values, which are assumed to embody varying degrees of such faith, and organic consumer experience influence trust in organic food. While personal values have been associated with consumer demand for organic (Olsen et al., 2012; Grebitus & Dumortier, 2016), to the author's knowledge, there is no comprehensive study investigating the relationship between values and consumer trust in organic food.

The aim of the study is:

To identify key dimensions of consumer trust in organic food and examine how cognitive factors in the form of general and outlet-specific consumption experience as well as personal values influence such trust.

Three research questions are addressed in line with this aim:

RQ1: What are the underlying dimensions of consumer organic foods trust?

RQ2: How is consumption experience related to consumer organic foods trust?

RQ2: How do personal values influence consumer organic foods trust?

Background

Psychology research has been eager to explore the nature of interpersonal trust, which has been described as "an expectancy held by an individual or a group that the word, promise, verbal, or written statement of another individual or group can be relied on" (Rotter, 1971, p. 449). Sociologists distinguish interpersonal trust from systemic or institutional trust (Giddens, 1990; Lewis and Weigert, 1985; Lewicki & Bunker, 1996). The former directly refers to interpersonal exchanges and the trustor's "favorable expectation regarding other people's actions and intentions" (Möllering 2001, p. 412). Systemic trust is impersonal, with favorable expectations directed at systemic actors such as the government, public institutions or market actors such as labels, brands or supermarkets (Hardin, 2008). This type of trust is rather anonymous since it is not directed toward the individuals representing the system, such as retailer staff or politicians, but toward the functioning of the social system as a whole (Khodyakov, 2007).

There is a broad literature that has conceptualized trust as being based on cognition. Lewicki & Bunker (1996), for example, discuss the term knowledge-based trust, which relates to the trustee's predictability due to the trustor having sufficient information and knowledge about it. This type of trust is accumulated over time as a result of more frequent interactions between trustor and trustee. A related literature stream has coined the term particularized trust, (Freitag & Bauer, 2016; Uslaner, 2002). Particularized trust refers to trust in situations characterized by close social proximity, frequent interactions and regular experience. Prior literature moreover discusses the affective roots of a more profound and long-lasting nature of trust. Lewicki & Bunker (1995), for instance, describe trust as a feeling, expectancy or belief that that is engrained in an individual's personality. Researchers agree that such affect-based trust corresponds to higher-stage or "deeper" levels of trust that are more stable over time (Rempel et al., 1985). Affective trust embodies much of the qualities that are ascribed to the concept of 'generalized' trust found in the social and political science literatures (Robbins, 2019). It involves a more abstract optimism and "faith-like" attitude toward strangers and unknown others (Uslaner, 2002). The fact that the individual trust has roots in an individual's personality links it to the concept of personal values and their relationship with trust. Personal values constitute basic individual motivations, goals, principles or behavioral standards that are stable across situations and time (Rokeach, 1973; Schwartz, 1992). They are conceptualized as either centered toward society (interpersonal values) or toward the self (Rokeach, 1973). The study examines how self-symbolic, self-transcendent, security-based and openness-to-change values affect trust in organic food.

Methodology

The study uses a cross-sectional research design, examining its research questions using ordinary least squared regression estimations based on a sample of 1,011. The respondents constitute a demographically representative sample of the Australian adult population (see Anisimova et al., 2019). Organic consumption experience is measured both in general terms (number of years the consumer has been purchasing organic) and outlet-specific (how frequently does the consumer purchase organic food at domestic retailers, international retailers, directly at the producer/Farmer's markets, or online).

Results and Contributions

The analysis reveals a consistent pattern for the outlet category variable Domestic retailer, which has a positive association with organic food trust across all models. Conversely, organic food consumers who frequently shop at international retailers or online do not seem to succeed in building such cognitive trust. In addition, the results suggest a cognitive distrust effect for the Farmers' market variable. A positive association between self-symbolic consumer values and organic food trust is found as well as a positive link between self-transcendent values and organic food trust. By contrast, the study finds inconclusive evidence as to the link between security values (healthism) and organic food trust. At the very least, the insignificant results suggest that consumers who stress the health-enhancing effects of organic foods trust such foods neither more nor less. The same inconclusive results are found for the link between openness-to-change values and organic food trust

Implications for Theory and Practice

This extends a rather simplistic notion of trust found in previous organic food studies (Khare & Pandey, 2017; Aertsens et al., 2009), by conceptualizing trust in organic as a multidimensional construct with particularized, interpersonal, and institutional dimensions (Lewicki & Bunker, 1996). Moreover, much research on the foundations of trust highlights that trust is the outcome of experiences of trustworthiness gained through social interactions (Coleman, 1990; Hardin, 2002). A neglected second research stream argues that variations in personality traits built in early life stages could explain differing trust outcomes between individuals (Sztompka, 1998; Uslaner, 2002; Freitag & Bauer, 2016). This study provides evidence that while both mechanisms matter in explaining organic food trust, the "personal value" mechanism is a somewhat stronger predictor of trust (judging by effect sizes). The study also provides valuable managerial implications. First, the findings suggest that international retailers and online sales channels do not manage to increase consumers' cognitive trust (Lewicki & Bunker, 1996) in the same way as domestic retailers. This points to a credibility problem for such outlets that needs to be tackled through adequate strategic marketing and branding measures. Second, the study provides guidelines for marketers using psychographic customer segmentation: specific strategic measures should be developed to enhance trust levels particularly of relatively low-trusting "security value" consumers.

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Fashion and the consciousness concept(s) across cultures

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Abstract:

We believe that fashion is a good proxy of culture and a good area to explore the concept(s) of consciousness. Thus, the intention of the paper is to propose a new model, evaluating the interconnectivity between face consciousness, interpersonal influence, fashion consciousness and brand consciousness. Based on multi-country data and structural equation modeling we enhance the understanding of consumer decision behavior with relation to face and fashion consciousness across cultural contexts. The research was conducted in Slovenia, Israel and Turkey. 525 consumers' responses were included in the analysis. The data supported the model in all three countries. Face consciousness was proven to have a significant positive relationship on fashion consciousness to the highest extend in Turkey and on brand consciousness in Israel. Contrary to our expectations, independence and its expected positive relationship on face were not supported in any of the three countries.

Keywords: consciousness concept(s), culture, fashion

Introduction

A call for a good measurement instrument for the face consciousness concept (Bao, Zhou & Su. 2003), led us to expand the set of proposed cultural dimensions elaborated in the previous literature to independence, power and social inequality as cultural-specific antecedents (these were selected as they are social norms highly rooted in the culture) to face consciousness. We believe that fashion is a good proxy of culture. Thus, our goal is to propose a new model, evaluating the interconnectivity between face consciousness, interpersonal influence, fashion consciousness and brand consciousness. Diffusion and acceptance of new products and brands is driven by various social influences including social interdependencies (Zhang et al., 2018) and need for uniqueness (Jamal & Shukor, 2014). Since power of an influencer affects what consumers value and buy (Choi et al., 2018), it is expected to have the strongest explanatory power of interpersonal influence on face and fashion consciousness. Even more, one's social power and connection is beside honor and image conceptualized as one of the three distinctive facets of "face" (Kinnison, 2017). Face is other-oriented as a social self and represents the public self-image (Zhou & Zhang, 2017), often expressed through brands, not only through possessions but lately rather through belongingness to certain brand communities (Lin et al., 2019). These are most often created online, where fashion consciousness was found as a strong predictor of higher engagement in such communities, especially if they are subscription-based (Woo & Ramkumar, 2018). Even more, fashion and brand consciousness were identified among online shoppers as fashion lifestyle factors (Ladhari et al., 2019). We claim that fashion explains the way we act, behave and communicate. Furthermore, fashion is determined by our cultural orientations and is strengthened by how we communicate through others and our brands. In sum, the idea of this paper is to enhance the understanding of consumer decision behavior with relation to face and fashion consciousness across cultural contexts.

Background

Fashion and brand preferred consumption always attracted special attention of academic researchers (e.g. Liao & Wang, 2009; Pentecost & Andrews, 2010; Pookulangara & Shephard, 2013), some even claiming brand consciousness to be the most influential factor on consumption (Zhang & Kim, 2013). Although its definition may be universal (the extent of an individual's interest in and attention to the latest fashion trends, having a style up to date with what's new on the market; Manrai et al., 2001), there are reported market differences in fashion consciousness between developed and less developed countries (Parker, Hermans & Schaefer, 2004). The key to explain these cultural differences in behavioral sciences holds in culture-specific values, mianzi or face in particular (Zhang, van Doorn & Leeflang, 2014). E.g. Eastern consumers with a greater face consciousness (desire to enhance, maintain and avoid losing face in relation to others in social activities) may place more emphasis on publicly visible possession than Western consumers do (Bao, Zhou & Su, 2003); Westerners' fashion consciousness is driven more by their need for uniqueness (Bian & Forsythe, 2012; Ko & Megahee, 2012) and authentic life, expressing their inner values and tastes through affinity for highly personalized products (Parker, Hermans & Schaefer, 2004). In sum, the theory and research up till now show, that the concepts of face and fashion consciousness have a different meaning across cultures and may consequently differently impact consumer behavior.

Methodology

This is a multi-country study: a) Slovenia was chosen as a typical representative of European Union based on economic, social and cultural indicators; b) Israel was chosen as a proxy to Western societies (particularly USA), and c) Turkey was chosen due to high ranking on

fashion and face consciousness as two central constructs in our study. A structured questionnaire with eight scales (some items for scales were newly developed e.g. face and brand consciousness) and 25 items was used. Since these scales were developed in English, back-translation was used to ensure equivalence of items. The same approach was used in all three countries. In total we received 650 number of responses and 525 observations were usable. The final data contain information from individuals as follows: 193 Slovenian, 177 Turkish and 155 Israel. Countries were selected in the sample based on several criteria: a) they belong to Eastern group of countries, b) are at different level of development, c) differ in national cultural values. All samples are relatively equal across gender and biased towards married couples. Reliability and validity of the scales, common method bias and invariance across samples gave satisfactory results, which enabled us to proceed with the model testing.

Results

Structural equation modeling (SEM) was used to establish if a theoretical model fits the observed data. When testing the baseline model, the data supported an eight-construct model in all three countries, indicating that they exhibit the same factor structure (χ^2 = 1052.332 [df = 741; p \leq .000, χ^2 /df=1.420]; CFI = .96, RMSEA = .028 and SRMR =.052). Furthermore, independence and its expected positive relationship on face were not supported in any of the three countries. Face consciousness was proven to have a significant positive relationship on fashion consciousness to the highest extend in Turkey and on brand consciousness in Israel.

Implications for Theory and Practice

In sum, this study has provided a new conceptual model for testing fashion and face consciousness in cross-cultural context. In line with these goals, it provided also a first test of several scales' reliability and validity. Second, finding that the role of face consciousness in fashion and brand preferred consumer purchases was mostly supported in three different countries (Slovenia, Israel and Turkey) strengthens the argument for the generalizability of the face-fashion consciousness model. We believe that factors in the model can be included as part of future consciousness concept (Ahvenharju et al., 2018) to predict future consumer behavior. Third, this paper tested an integrative model for face consciousness, which provided some support for the roles of several antecedents and consequences proposed by Zhao, Zhang and Xu (2018) as important topics for further research. Finally, this paper posits face and fashion consciousness under the loop of different cultural communication antecedents, offering important implications for cross-cultural research.

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Disaster relief: The role of threat-based awe

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Abstract:

Threat-based awe is a distinctive negative flavour of awe that arises in response to vast, threatening stimuli, such as natural disasters. This research examines whether threat-based awe increases charitable behaviour and sheds light on the underlying mechanism. Four studies (N = 1,500), examining both donation intentions and real donation allocations, show that threatbased awe increases charitable behaviour, but only among those characterized with a growth (vs. fixed) mindset. This effect occurs because growth (vs. fixed) mindset consumers display a higher self-efficacy when experiencing threat-based awe. This research provides novel theoretical insights about the downstream behavioural outcomes of threat-based awe, and practical implications for non-profits in terms of how to increase charitable behaviour.

Keywords: threat-based awe, mindset, disaster relief

Introduction

Natural disasters have almost quadrupled since the 1970's (UNFCC, 2017). In 2018 alone, from earthquakes in Indonesia and wildfires in California to floods in Asia and hurricane storms in the Atlantic basin, natural disasters have devastated communities around the world, taking thousands of lives and inflicting billions of dollars in damage (Kotecki, 2018). However, non-governmental contributions to disaster philanthropy account for less than ten percent of total relief funding (Giving USA, 2018), thus revealing a critical need to examine how to increase individual charitable behavior toward disaster relief.

This research focuses on the emotion of threat-based awe that is often elicited by natural disasters (Gordon et al., 2017), and its complex relationship with charitable giving. This is significant because prior research has mostly considered awe as a positive emotional state (Piff et al., 2015; Rudd, Hildebrand, & Vohs, 2018). Hence, the negative variant of threat-based awe and its downstream behavioural consequences are less understood (Gordon et al., 2017).

Background

Drawing upon functionalist perspective of emotions (Gordon et al., 2017; Keltner & Haidt, 2003) and consumer mindsets (Murphy & Dweck, 2016), we develop three theoretical tenets. First, from the functionalist perspective, whether an awe-eliciting stimulus is threat-based or not, it does not change its self-transcendent function of subduing an individual's own needs and desires in favour of the collective good (Stellar et al., 2017). Gordon et al. (2017) have also shown empirically that both positive and threat-based awe stimuli elicit comparable feelings of self-diminishment (vs. controls). Because self-diminishment plays a key role that links awe to prosocial tendencies (Piff et al., 2015), similarly to positive awe, threat-based awe experiences should increase the accessibility of prosocial traits, goals, and behaviours.

The second tenet is related to the feelings of fear and powerlessness that differentiate positive and threat-based awe experiences (Gordon et al., 2017). Powerlessness is an aversive state that triggers the desire for change (Rucker & Galinsky, 2008); however, this state also reduces confidence and activates doubts about actions that one is considering (Brinol et al., 2007). Put differently, the effect that threat-based awe has on increasing charitable behaviour may depend upon whether consumers believe that they have sufficient efficacy to overcome challenges associated with accommodating the vast threatening stimuli that elicit the emotion. Therefore, the effect of threat-based awe on charitable behaviour depends on efficacy.

The last tenet is related to the role of mindset (Murphy & Dweck, 2016) in determining how consumers perceive their efficacy in relation to challenges and threats. Mindsets are lay beliefs about the malleability of human characteristics (Dweck & Leggett, 1988). Individuals with a fixed mindset believe that human traits and attributes are relatively fixed and that there is not much that can be done about them. Individuals with a growth mindset endorse lay beliefs that traits and attributes are malleable, and that individuals can develop them. In particular, individuals with a growth mindset show higher resilience, defined as "good outcomes in spite of serious threats to adaptation or development" (Masten, 2001, p. 228). When faced with difficult challenges, those with a fixed mindset display a higher tendency to give up, whereas individuals with a growth mindset – to work harder (Yeager & Dweck, 2012). Thus, individuals with growth (vs. fixed) mindsets should display higher efficacy when experiencing difficult challenges and threats that require adaptation. Building on these three tenets, we propose that:

H1: Threat-based awe increases charitable behaviour among individuals with a growth (vs. fixed) mindset.

H₂: Self-efficacy mediates the effect of threat-based awe on charitable behaviour among consumers with a growth (vs. fixed) mindset.

Summary of Studies

Four studies were conducted (N = 1,500). Studies 1 and 2 examined real donation allocations following a natural disaster in Indonesia and tested H1. Study 1 (N = 218) provided correlational evidence by showing that growth (versus fixed) mindset participants made higher donation allocation, when experiencing higher levels of threat-based awe (B = 2.54, SE = 1.10, t = 2.30, p = .022). Study 2 (N = 255) elicited threat-based awe and mindset in advertisements (design: 2 mindset: fixed, growth × 2 threat-based awe cue: absent, present between-subjects). Results showed that when the threat-based awe cue was present, participants reported higher donation allocations after evaluating an advertisement with a growth (vs. fixed) mindset priming ($M_{growth} = 32.70$, $M_{fixed} = 26.56$, t = 2.14, p = .034, d = .38). However, these differences did not emerge when the threat-based awe cue was absent ($M_{growth} = 24.06$, $M_{fixed} = 26.42$, t =.85, p = .399).

Studies 3 and 4 provided further support for H1 and established the mediating role of perceived efficacy (H2). Study 3 (N = 525) employed a mindset (continuous) \times 4 (emotion: threat-based awe, positive awe, fear, neutral) between-subjects design. Results revealed a significant interaction between threat-based awe and mindset (B = .39, SE = .19, t = 2.09, p = .037). Specifically, growth-mindset participants reported higher donation intentions in the threatbased awe condition than in the control condition (B = 1.09, SE = .37, t = 1.95, p = .003). However, there were non-significant differences among fixed-mindset participants (p = .858). Mediation analysis (PROCESS Model 8) showed that the indirect effects of threat-based awe via perceived efficacy were significant among growth-mindset participants (B = .518, SE = .204, 95% CI [.114, .927]) but not among fixed-mindset participants (95% CI [-.571, .073]). Study 4 used (N = 502) the 'moderation-of-process' approach (Spencer, Zanna, & Fong, 2005) to corroborate the results of Study 3 by manipulating perceived efficacy in the description of a non-profit organization (design: 2 mindset: fixed, growth × 2 emotion: threat-based awe, positive awe × 2 self-efficacy: heightened, control between-subjects). Findings showed a significant three-way interaction effect (F(1, 494) = 5.14, p = .024). That is, growth-mindset participants experiencing threat-based awe reported higher donation intentions than fixedmindset participants experiencing threat-based awe ($M_{growth} = 4.74$, $M_{fixed} = 3.74$, t = 3.40, p =.001). Such differences were not present when participants experienced positive awe (p = .820). In the heightened perceived efficacy condition, regardless of the emotion conditions, growthmindset participants experiencing threat-based awe showed similar donation intentions than fixed-mindset participants experiencing threat-based awe.

Implications for Theory and Practice

The research makes three contributions. First, our research provides into how and when threatbased awe promotes charitable giving. Second, we extend previous studies that have explored how emotions toward victims and incidental emotions increase charitable behaviour. That is, we show not only that prosocial contexts such as natural disasters can elicit different integral emotions, but also demonstrate that their behavioural manifestation is differentially sensitive to individual-level differences (e.g., mindset). Finally, from a managerial perspective, our research draws attention to the integral emotion of threat-based awe associated with natural disasters. Considering that mindset is an essential variable of individual-level difference that can be purposively manipulated by managers (Yorkston, Nunes, & Matta, 2010), we offer a more nuanced approach to leveraging threat-based awe experiences in increasing charitable behaviour.

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How affect elicits reactions to social partnerships

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Abstract:

Professional sports teams and not-for-profit organisations (NPOs) are forming social partnerships to achieve organisational goals. For NPOs these relationships provide an opportunity for greater exposure, potentially leading to fundraising and volunteering opportunities. This study aimed to explore whether social partnerships actually led to such outcomes, and the role emotions play in influencing these outcomes. The antecedents to emotional development were also examined. An online survey was used to gather data from 998 fans associated with a professional sports team. Structural equation modelling results showed positive emotions are influenced by perceived fit, fan identification and NPO reputation perceptions. Furthermore, positive emotions play a significant role towards donations and volunteering intentions. Importantly, results showed attitudes do not always influence consumer behaviour as commonly suggested in previous corporate social responsibility (CSR) research, rather emotions may be a sufficient predictor of CSR outcomes. Based on this, further theoretical and practical implications are discussed.

Keywords: Social partnerships, CSR emotions, donation and volunteer

PWOM for luxury counterfeits

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Short Abstract:

Extant literature suggests that luxury brands suffer major setbacks due to counterfeiting. However, there might be some positive consequences of counterfeited brands as well. The broader purpose of this study is to investigate whether customer intention to spread positive word of mouth (PWOM) for original the original brand varies depending on conspicuousness of counterfeit luxury product. Two scenario-based between-subjects experimental studies were designed to test hypotheses. Data collection is currently underway. Once it is over, MANOVA and SPSS PROCESS module will be used to test the hypotheses. This study will enrich the counterfeiting literature by adding a new perspective pertaining to the potential benefits of counterfeited items. Practically, the findings of this study will be useful to marketers and retailers of the fashion luxury branded items in deciding on how to effectively respond to counterfeited items.

Keywords: Counterfeiting, brand engagement in self-concept, regulatory focus

China's young-adult consumer segmentation: regionalism vs tiers?

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Abstract:

China is marked by a strong urban-rural divide and significant regional differences. It is the country to explore how urbanisation and regionalism shape consumer culture in an emerging market. Our 3x3 dataset is a stratified matched sample of 1,928 Chinese young-adult consumers (in their early 20s) from three regions (North, East and Southwest China) and three city types (Tier 1-3). We test the impact of four personal/individual culture orientations (PCOs) (independence, ambiguity tolerance, tradition, prudence) on consumer cosmopolitanism (COS) and consumer ethnocentrism (CET). Our results show regional cultures may play greater role than city tiers, the exception being Tier 1 cities vs other types of cities. The influence of city tiers becomes more relevant in terms of mobility from lower to higher levels of city tiers. This shows socio-economic mobility to be a more relevant determinant of consumer behaviour than urbanisation per se (outside the few Tier 1 cities).

Keywords: Chinese young-adult consumer characteristics, city tiers, regional differences.

Introduction and Research Aim

China is vast and diverse. It is marked by a strong urban-rural divide, regional differences and perplexing modern-traditional paradoxes all interacting with the general challenges and opportunities of a large emerging market (Davies & Raskovic, 2017). With a population of 1.4 billion, 56 official minorities and several hundred spoken languages, China is more a set of markets and cultures than a market. This provides a challenge for researchers misguided by methodological nationalism (Taras et al., 2016) and practitioners seeking to segment and tap into the various pockets of market potential (Kardes, 2016). As Chinese consumers become the focal point of western business interests (Kardes, 2016), understanding China's demand-side transformation has shifted towards its urban consumerscape (Cavusgil et al., 2018). The so-called millennial generation represents a quarter of the general population but makes up half of the urban population. It drives two thirds of domestic consumption at an almost twice higher growth rate than the overall economy under the new normal (China Daily, 16. 1. 2019).

China is characterised by a complex tier-based urban governance system dating back to imperial times. This impacts development, consumption and integration into the global economy (Davies & Raskovic, 2017). It has important implications for practitioners pursuing effective market segmentation, as well as scholars exploring the global-local consumer culture nexus (Steenkamp, 2019). For example, while regional cultures and consumer behaviour differences have attracted growing research attention over the last two decades, less is known about China's urban consumerscape at the level of individual cities (Kardes, 2016). Given its reform history and market structure, China is *the* country to explore how urbanisation and regionalism shape consumer culture in an emerging market (Cavusgil & Buckley, 2016).

The purpose of this paper is to explore city-tier differences and contrast them with regional differences in terms of young-adult consumer characteristics and dispositions in a unique 3x3 empirical setting. We analyse a stratified matched sample of 1,928 Chinese young-adult consumers (in their early 20s). Our focus is on three regions (North, East and Southwest China) and three types of city (Tier 1-3). We test the impact of four personal/individual culture orientations (PCOs) (independence, ambiguity tolerance, tradition, prudence) on consumer cosmopolitanism (COS) and consumer ethnocentrism (CET), as two consumer dispositions towards foreign products.

Conceptual Model

Our conceptual model tests the impact of four PCOs on two types of consumer dispositions towards foreign products (COS, CET). Two out of the four PCOs (tradition, prudence) are directly related to so-called Confucian dynamism (Sharma, 2010). Existing evidence suggests variation in the strength of Confucian principles within China, with northern and less developed regions scoring higher on tradition and conservatism (Cui & Liu, 2000). In terms of PCOs as determinants of COS, Cleveland et al. (2011) have shown individual-level culture values predict better COS than national culture-level values. Additionally, different sub-types of COS exist (global-local cosmopolitans) (Riefler et al., 2012). Research on CET shows this consumer disposition to be strongly influenced by psychographic consumer characteristics like collectivism, conservatism and nostalgia (Sharma et al., 1995); in China individualistic consumers generally prefer more foreign brands and are less affected by CET (Han & Guo, 2018).

Methodology

Our data was collected with paper-based questionnaires administered in person at nine universities in China. A matched sampling approach was used with matching on age, level of education and urban residence. Since the research focused on a specific generational consumer cohort, students were deemed suitable representatives for this population (Raskovic et al., 2019). The four PCO constructs were measured as multi-item constructs based on a scale by Sharma (2010). COS was operationalized as a three-dimensional multi-item construct according to the C-COSMO scale by Riefler et al. (2012). CET was operationalized as a 5-item scale by Zeugner-Roth et al. (2015). Testing for common method bias, a marker variable test was used. We used the second lowest positive correlation (β = 0.044) between study items and the marker variable ("I rarely buy brands about which I am uncertain how they will perform"). 93% of the resulting partial correlations remained significant, indicating no major common method bias issues. Testing for measurement invariance, in terms of both the regions and city tiers, full configural invariance and partial metric invariance were established. In the process of measurement model testing, on of the three dimensions of COS (consumption transcending borders) had to be omitted (reliability, validity issues), which is actually consistent with some issues from the original cross-validation of the C-COSMO scale. The remaining two dimensions (open-mindedness, diversity appreciation) had to also be tested separately.

	Independ.	Ambiguity	Tradition	Prudence	Open-mind.	Diversity	CET
Tier 1	2.25 (0.34)	2.40 (0.38)	2.63 (0.46)	2.52 (0.36)	4.31 (0.84)	3.69 (0.84)	1.89 (0.76)
Tier 2	2.26 (0.34)	2.54 (0.43)	2.62 (0.47)	2.58 (0.35)	4.28 (0.77)	3.55 (0.76)	2.13 (0.84)
Tier 3	2.02 (0.30)	2.40 (0.38)	2.55 (0.36)	2.47 (0.34)	4.3 (0.8)	3.43 (0.85)	2.2 (0.82)
East	2.36 (0.36)	2.41 (0.38)	2.53 (0.42)	2.31(0.33)	3.63 (0.71)	3.23 (0.74)	2.19 (0.84)
North	2.21 (0.32)	2.49 (0.43)	2.68 (0.50)	2.56 (0.36)	4.12 (0.80)	3.19 (0.73)	2.08 (0.83)
Southwest	2.16 (0.32)	2.46 (0.38)	2.6 (0.43)	2.52 (0.33)	4.3 (0.86)	3.62 (0.81)	2.03 (0.79)

Note: Standard deviations in brackets. Significant ANOVA post hoc comparisons with p<0.05 in bold text. North region: Beijing (Tier 1), Ji'nan (Tier 2), Tai'an (Tier 3). East region: Shanghai (Tier 1), Nanjing (Tier 2), Nantong (Tier 3). Southwest region: Chongqing (Tier 1), Chengdu (Tier 2), Leshan (Tier 3).

Results summary and discussion

We tested a series of structural equation models in LISREL. Overall, in terms of the four PCOs, independence mostly doesn't have an impact on COS or CET. It only has an impact on both dimensions of COS in the Southwestern region and on open-mindedness in Tier 1 cities. Ambiguity intolerance has impact on COS and CET only in Tier 1 cities. More nuanced differences exist when it comes to the impact of tradition and prudence. For example, in the North, higher tradition positively impacts CET, but also open-mindedness, while negatively impacting diversity appreciation. This effect is particularly strong in Tier 1 cities. Higher prudence impacts positively diversity appreciation, but not in the Eastern region and Tier 1 cities. Prudence has a positive impact on both aspect of COS; but only in Tier 2 and 3, not in Tier 1 cities. In terms of respondent mobility backgrounds (used as control variables), youngadult consumers who came from non-Eastern regions are more open-minded than locals. Young-adult consumers who came from non-Southwest regions appreciate diversity of products more than locals. In addition, the region also has a positive impact on diversity appreciation in Tier1 and 2 cities. In terms of mobility between city tiers, young-adult consumers born in lower-tier and now in higher-tier cities tend to be less open-minded and appreciate diversity less; but are also less ethnocentric. Our results show regional cultures play a greater role than city tiers, the exception being Tier 1 cities vs other types of cities. The influence of city tiers becomes more relevant in terms of mobility from lower to higher citytier levels. This shows socio-economic mobility to be a more relevant determinant of consumer behaviour (Song et al., 2016) than urbanisation per se (outside the few Tier 1 cities).

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Do we know everything about valence?

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Abstract:

Consumers increasingly rely on spoken and written Peer-to-Peer (P2P) communication to make purchase decisions. However, inconclusive views about the role of some key characteristics like valence are evident. This paper explores the assumptions behind valence in P2P communication by integrating the linguistic resource of Appraisal within the marketing framework. To demonstrate how Appraisal Theory can provide insight into valence, this study recruited 40 participants and generated 80 texts across different P2P communication conditions. All texts were linguistically analysed and reported based on the subsystems: affect, judgement, and appreciation. This research found three potential reasons behind literatures' inconclusive findings: (1) most previous studies classification of valence had no recourse to a received theory of language; (2) any inconsistent result in the previous studies is also likely to be due to differences in the communication contexts (mediums and services), and (3) most previous studies used scenarios that were not linguistically examined.

Keywords: Valence, Appraisal, P2P

Overchoice and the role of power

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Abstract:

This research investigates the moderating role of power when consumers are under the effects of choice overload. We find that, when feeling powerful, consumers report a stronger preference for the option they selected from a large (vs. small) assortment or choice-set. In contrast, when feeling powerless, consumers show a weaker preference for the option they selected from a large (vs. small) choice-set. These findings demonstrate that the well-known choice overload phenomenon is likely to apply to low-power individuals. Overall, the research expands choice overload literature by establishing power as an important boundary condition.

Keywords: choice overload, overchoice, power.

Individual's values driving green hotel revisit intention: A means-end approach

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Abstract:

Green hotels have gained popularity amongst both consumers and practitioners. Despite the popularity, a comprehensive study showing values affecting guests' decisions to revisit a green hotel does not exist in the literature which is a gap in the literature. Therefore, the purpose of this study is to do an in-depth investigation into values that can possibly drive guests' decisions to revisit a green hotel. 47 laddering interviews were held to collect data. The findings showed that nine attributes, eight consequences and 10 values are crucial for determining individuals' intention to revisit a green hotel. This research is first of its kind that has used means-end theory to understand values in green hotel literature. Practitioners and managers can benefit from this study by understanding the linkages amongst attributes, consequences and values and devising strategies accordingly.

Keywords: Green Hotels; Values; Means-end Theory, laddering

An evolutionary perspective of sports consumption

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Abstract:

Why is sport so enshrined in today's society? Sport represents a large proportion of our leisure time. It generates passion, emotions and engagement at levels that are somewhat unparalleled. While the extant literature has extensively researched the motivations that may explain these behaviours, it is generally focused on the proximate triggers (e.g., entertainment). What if there are evolutionary reasons why sport is so important to so many in society? This paper puts forward that sports consumption is largely influenced by the nonconscious behavioural and psychological tendencies derived from our primal past. These ultimate behaviours, learned through hunting, and tribal dynamics, can be seen in characteristics of the game, the athletes, and social network surrounding a sport. By understanding how these ultimate behaviours work in conjunction with the proximate behaviours to drive sports consumption, this study provides a number of important theoretical and practical implications.

Consumer trust in artificial intelligence services

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Abstract:

Advances in robotics and artificial intelligence promise major improvements for the value creation process of services. However, resistance to change and an increasing skepticism of the functional mechanisms of technological innovations impose a major challenge for the consumer adoption of artificial intelligence services. The present research addresses this challenge by investigating consumer trust and acceptance of artificial intelligence agents across different services scenarios and service domains (health, legal and retail). In an experimental 2x3x2x3 mixed design, participants were presented with hypothetical service scenarios that were manipulated in terms of the stakes of decision, service agent and given recommendation. The results show a negative trend of the importance of the decision on consumer trust and willingness to depend on artificial intelligence, and appears to be moderated by uncertainty. This effect was strongest in the health domain, but not in the retail domain. Implications and avenues for future research are discussed

Keywords: Trust, Artificial Intelligence, Decision-making

Introduction

Advances in robotics and artificial intelligence promise major improvements for the value creation process of services (Alarie, Niblett, & Yoon, 2018; Huang & Rust, 2018; Topol, 2019). In the health domain, for example, experts predict intelligent machines and algorithms to deliver faster and more accurate diagnoses as well as personalized treatments that ultimately contribute to saving the lives of millions. (PwC, 2017; Yu, Beam, & Kohane, 2018). Despite these prospects, consumer resistance to change (Ram, 1989; Sheth & Ram, 1989) and the increasing skepticism of the functional mechanisms of technological innovations (Grabner-Kraeuter, 2002) impose a major challenge the successful diffusion of artificial intelligence in consumer services.

The present research aims to address this challenge by understanding consumer decision-making biases that facilitate the adoption of artificial intelligence services. The objective is to determine effective mechanisms to reduce perceived risk, enable trust and increase the willingness to use artificial intelligence services despite the presence of uncertainty introduced by the innovation. The hypothesis is that recommendations by human agents are [preferred more / trusted more / perceived less risky] than those by artificial intelligent agents. In high stakes decisions, recommendations by human agents are expected to be [preferred even more / trusted even more / perceived even less risky] than those by artificial intelligence agents.

Theoretical Background

The replacement of human agents with artificial intelligent agents can trigger unfavourable psychological reactions (Granulo, Fuchs, & Puntoni, 2019). One aspect is the uncertainty that revolves around the technologies' predictive capabilities (Pomerol, 1997), which introduces profound decision-making biases that are powerful enough to alter consumer preferences and product choices (L. Lee, Lee, Bertini, Zauberman, & Ariely, 2015; Park & Lessig, 1981). Especially in service scenarios that involve uncertainty about the outcomes of consumer decisions, consumers tend to disregard compensatory decision frameworks put forward by multiattribute utility theories (Kahn & Baron, 1995) including those prevalent in the technology acceptance and innovation adoption literature (Davis, 1989; Rogers, 1976; Venkatesh, Morris, Davis, & Davis, 2003). Instead, consumers utility function disproportionately shifts towards the preference of less risky options (Kahneman & Tversky, 2012; Tversky & Kahneman, 1992) and can result in the preference of the status-quo over the alternatives (Kunreuther et al., 2002).

Methodology

This research explores the conditions under which consumers are willing to trust and follow recommendations by artificial intelligence service agents (relative to human agents) in a pre-registered, experimental online study (https://osf.io/4pnkm). Participants (N = 1,890; age: M = 38.55, SD = 11.84; 52.0% females, 0.4% others) were presented with decision scenarios that varied in terms of stakes of the importance of the respective decision. The experiment was a 2 x 3 x 2 x 3 mixed design, with stakes of decision (high, low), service agent (human, artificial intelligence, human with artificial intelligence) and recommendation (action, no action) as between-subjects factors and service domain (health, legal, retail) as within-subjects factor. It was predicted that human agents were favored over artificial intelligence agents in decision scenarios that involved relatively higher stakes. The combination of a human and artificial intelligence agent was expected to outperform the former two as the combination is expected to provide consumers with the most accurate and reliable predictions.

Results and Discussion

The results show that consumer trust and willingness to follow recommendations in service decisions are driven by the relative importance of the respective service scenario. Overall, consumer trust and willingness to follow recommendations was highest for the service by a human. Interestingly, the combination of human with artificial intelligence did not outperform the human, which underlines the bias in consumers' utility function. In high stakes scenarios, the lack of trust in the artificial intelligence was elevated and, while recommendations to take action were generally preferred over no action, they did not interact with the type of agent or stakes of decision. In regard to the different service domains, health decisions resulted in the largest difference between the three service agents. In the retail service domain, on the other hand, the combination of the human with artificial intelligence was equally preferred as the human.

Implications for Theory and Practice

The findings of this research provide evidence for a bias in consumer preference towards human service agents across different scenarios and service domains. This bias appears to be motivated by the uncertainty of the potential outcomes of the consumer decision in the respective service scenario. The findings of this research contribute to the prevalent innovation adoption theories (TAM, UTAUT) in that they highlight the presence of a bias of risk aversion as a proxy to the effects of irrational behavior. More, the extended theory allows to explain consumer resistance towards otherwise superior technologies and provides implications for practical interventions and avenues for future research. in this regard, it is suggested that artificial intelligence services should be introduced in service domains that are less prone to uncertainty and high stakes decisions, as proven to be the case in the retail service domain.

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Traveler segmentation within shared accommodation pre-and-post trips

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Short Abstract:

As shared accommodation has become one of the most important market developments in the tourism industry, numerous contributions have emerged on travelers' motivations to choose shared accommodation. A debated question, however, resides in the heterogeneity of travelers based on motivations. This paper aims to reconcile opposing perspectives by comparing motivation segmentation at two distinct phases of the adoption of this new hospitality option:

(i) before the first travel – potential users showing interest (n=420) and (ii) after the first travel - current users (n=420). Factor analysis, combined with clustering, is applied to both samples to identify underlying motivations and traveler segments. Interestingly, we find that factors defining choice motivations are relatively stable throughout the adoption process, but the heterogeneity of motivations among travelers is significantly higher in users, increasing from two to six clusters. This suggests that travelers' motivations are dynamic and dependent on the phase of adoption.

Keywords: Shared accommodation, Motivation, Segmentation

Introduction and Research Aim

The aim of this study is:

To compare motivation segmentation at two distinct phases of the adoption of shared accommodation: (i) before the first travel – potential users showing interest and (ii) after the first travel – current users.

We address two research questions in line with this aim:

RQ1: What is the changes in travelers' motivations for shared accommodation pre-and-post their trips?

RQ2: What is the changes in travelers' motivation-based segmentations for shared accommodation pre-and-post their trips?

Background and/or Conceptual Model

As shared accommodation become one of the most important market developments in the tourism industry, numerous contributions have emerged on travelers' motivations to choose shared accommodation. Tussyadiah (2015), Quinby and Gasdia (2014) and Nowak et al. (2015) viewed Airbnb guests as a motivation-based homogeneous group and explored main factors affect their booking decisions, including price, interaction, authenticity, facilities, sustainability, etc. However, recent studies in tourism studies highlighted the distinct segments of travelers based on motivations; scholars identified that individuals can be segmented via Factor-Cluster Analysis so that travelers become homogeneous within clusters and heterogeneous between clusters (Park and Yoon, 2009; Guttentag, et al., 2018). From this point of view, there are two mainstreams of existing literature, travelers can be treated as a homogeneous or heterogeneous group. At the same time, travelers at two distinct phases of the adoption of shared accommodation, including potential users with interests – before the first trip and current users with shared room experiences – after the first trip, should be studied separately. A better understanding of changes of motivation, further to motivation-based segmentations for travelers pre-and-post trip plays a vital role in booming shared accommodation market.

Methodology

In this study, travelers' motivations for shared accommodations pre-and-post trips are observed by Innovation adoption, Self-Determination theory (a motivation theory) and related literatures in tourism and hospitality. SPSS is mainly used for conducting factor analysis and cluster analysis. First of all, a descriptive analysis is used to represent the overall sample characteristics, including the basic demographic information (i.e. gender, age groups, education level, etc.) are provided along with a number of travel preference information (i.e. travel party size &composition, travel purpose and so on). Followed by conducting the factor analysis, the aim of using factor analysis is to explore the main motivators extracted from 22-items 6-scaled Likert questions (1=strongly disagree, 6=strongly agree), the optimal number of factors is determined by its Eigenvalues (Factors with eigenvalues greater than 1 can be extracted in a majority of tourism literature and the rule of extracting factors is applied in this study). Moreover, the cluster analysis is applied to aggregate the diverse groups of travelers according to the main motivations extracted from the factor analysis by SPSS. Initially, hierarchical cluster analysis is conducted to determine the optimal number of clusters by observing the significant change points via the agglomeration coefficients table, followed by conducting kmeans cluster analysis in order to segment travelers on the basis of their accommodation motivations by using the optimal clusters produced in hierarchical cluster analysis. Besides, the Discriminant Analysis will be conducted to test the cluster solutions is efficient or not. Last but not least, an overview of demographic profiles in distinct clusters is presented with a detail description and comparison between users and potential users. At the same time, chi-square is used to test if the demographic differences in diverse cluster is significant.

Results and/or Discussion and Contributions

In this study, Chinese travelers' underlying motivations in shared accommodations pre and post traveling (represented by potential users and users) were identified and extracted separately since they were in different stages of innovation adoption. There are three main findings in this research. (i) The results from factor analysis indicated that there is no sharp distinction of motivations for shared accommodations from potential users to users. Factors defining choice motivations are relatively stable throughout the adoption process, which means both users and potential users have similar understating of shared accommodation market. (ii) Particularly, users and potential users both have a stronger experiential motivation (i.e. Novelty, Happiness and Interaction benefits) than practical motivations (i.e. Usability and Outsider Influence). From this point of view, shared accommodation platforms and hosts are required to focus more on enhancing travelers' staying experiences in order to capture images of travelers' laughing with hosts and the locals, record travelers' interaction process, which could be more attractive to shared accommodations users. (iii) However, we find that the heterogeneity of motivations among travelers is significantly higher in users, increasing from two to six clusters. Shelly and Frydenberg (2011) mentioned that 'a better understanding of shared accommodation', 'trust to hosts', 'a more novel travel experiences' can be classified as the requirements of potential users. At the same time, potential users faced the challenge of establishing trust with hosts while hosts met a difficulty to make their properties known to potential shared accommodation users. This study will fulfill the research gap and explore differences in clusters of users and potential users for shared accommodations. A better understanding of segmentation of travelers can contribute to evaluate the existed marketing efforts and provide practical implications for shared accommodation hosts and platforms.

Implications for Theory and Practice

This study provides a variety of practical and theoretical insights for scholars regarding the supply side of shared accommodations. On the one hand, the rise of shared accommodation represents a disruptive innovation to the traditional hospitality industry by its cheaper price, authentic local experiences and household facilities (Guttentag, 2015). This study sheds light on traveler at two distinct phases of the adoption of shared accommodation: potential users and current users, followed by providing additional direction of designing motivation scales in shared economy, particularly shared accommodation. On the other hand, we find that factors defining choice motivations are relatively stable throughout the adoption process, but the heterogeneity of motivations among travelers is significantly higher in users, increasing from two to six clusters. This suggests that staying experiences enable travelers to have a clear understanding of shared accommodations, further to identify their preferences in experiential or practical benefits. From this point of view, for shared accommodation hosts and platforms, users are much easier to be targeted according to their segments and demographics than potential users, however, potential users can be attracted by a few general methods, including promotions and advertisements.

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T-t-t-touch me! Consumer decision making in omni-channels

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Abstract:

Omni-channels integrate mobile, digital and social technology with existing information sources, to create an almost inexhaustible range of touchpoints and channels. Drawing from consumer behaviour and decision-making theory, this research identifies that consumers are not using a linear decision making process and are now creating and controlling their retail experience. This exploratory research uses a mixed methodology approach, with participants (n = 51) completing a purchase task. On average, 31.1 touchpoints, including 10.4 distinct touchpoints were interacted with. Results indicate gender is significant, with males interacting with more touchpoints than females. Order is also important, with a cluster at the beginning of the DMP (69% search engine), diverging throughout the journey (total: 217 touchpoints) and converging for the final choice (48.4% website 'one-stop-shop'). This research has important implications for marketing scholars and practitioners, identifying that the consumer DMP has been irrevocably changed by omni-channels and needs further exploration and understanding.

Keywords: Touchpoint, omni-channel

Introduction and Research Aim

Whilst the retail sector is well established, the rapid development over the past ten years into a more integrated and holistic customer experience is providing challenges to both the researcher and marketer (Manser Payne, Peltier, & Barger, 2017). In addition to offering a broader range of touchpoints to the consumer, a key aspect that differentiates today's retail environment is the emergence of the 'omni-channel'. Omni-channel retailing is unique because it uses enhanced mobile, digital and social technology across an almost inexhaustible and integrated range of touchpoints and channels (Saghiri, Wilding, Mena, & Bourlakis, 2017). The distinction between retail channels and touchpoints is that the latter is not necessarily between the customer and the firm; it can be customer-to-customer interactions through platforms such as social media, or peer-to-peer communications like TripAdvisor (Baxendale, Macdonald, & Wilson, 2015). This provides a challenge for marketers, as many touchpoints are not necessarily in their sphere of control. A consumer can now view feedback and interact with other consumers on these new platforms, without engaging with the business. Whilst this provides an enhanced experience to the consumer, it creates challenges for marketers aiming to manage brands and information available. In addition, what was once a singular, sequential, decision making process that could be calculated and matched to the consumer moving through each stage of the process, is now proving more complex (Pantano & Viassone, 2015).

This research is exploratory in nature and uses a mixed methodology approach to address the aims of the study. There is limited research providing a holistic capture of the complete decision-making process (DMP) up to the point of purchase within the omni-channel environment. Previous studies provide insight into a specific area of the DMP in isolation (Chung & Koo, 2015) or capture the DMP through a narrow lens, for example through click through information on a specific website or portal (Li & Kannan, 2014). In addition, there is a limited research within omni-channels combining both consumer reported behaviour and insights with actual behaviour (Verhoef, Kannan, & Inman, 2015). This research aims to address this deficiency and expand the scope by providing a complete capture of the consumer's decision making process. More specifically, it aims to identify how consumers interact with touchpoints within omni-channels. In line with this aim, we address three research questions; 1) what do consumers do to complete a purchase task within an omni-channel? 2) what influence do personal characteristics (such as age and gender) have on the number, variety and order of touchpoints used? and 3) what effect does the order of touchpoints have on final choice?

Background and/or Conceptual Model

Retailing is an important and valuable contributor to both economic growth and employment worldwide. The retail landscape has transformed from a solely 'bricks and mortar' format, to stand alone online offerings. From there, a combination of separate online and offline channels emerged and this evolved further into the latest retail format – the omni-channel (Verhoef et al., 2015). Omni-channels are an integration of online and offline channels and offer the consumer one and/or two way engagement (Sopadjieva, Dholarkia, & Benjamin, 2017). For the first time, consumers can now create a customised retail experience, putting them firmly in the driver's seat (Huré, Picot-Coupey, & Ackermann, 2017). This changing dynamic and the demand for consumer driven customisation has impacted consumer behaviour (Pantano & Viassone, 2015). It has also created a challenge for marketers, as they attempt to identify and create those channels and touchpoints that best engage the consumer. With limited research available into the broader omni-channel environment, this paper aims to explore this wider set of consumer options and the impact it has on both the consumer's behaviour and their decision making process.

Methodology

An observational study was conducted with a non-probability sample of 51 individuals from the general population. This sample size was comparable with other studies that used observational methodology to investigate consumer behaviour (Anesbury, Nenycz-Thiel, Dawes, & Kennedy, 2016). The room used for the study contained a desk and chair, a computer, pen and brochures relating to the purchase task (Baxendale et al., 2015). Additionally, all participants were asked to bring their mobile phone. After entering the research room, participants were handed a piece of paper containing the purchase task: to plan a holiday for themselves and one other person (2 people) to New Zealand. With a budget of \$3,000, each participant was asked to include return flights to a New Zealand location of their choice, accommodation for 7 nights and an activity to undertake whilst there. The researcher observed phone usage and touchpoints used within the room and screen capture was utilised to identify the online touchpoints the participant interacted with. Following the purchase task, participants were given a survey to gather unobservable data, as well as general demographic information. Open ended questions were also asked to expand insight into touchpoint choice and interaction.

Results and/or Discussion and Contributions

Of the 51 participants, 57% were female and 43% male. Ages ranged from 18 through to 64 years, with the largest representation in the 18-24 age group (33%), followed by 25-34 (22%) and 35-44 years (20%). In addressing RQ1, on average, participants took 45.7 minutes to complete the purchase task and interacted with a total of 31.1 touchpoints, including 10.4 distinct (or different) touchpoints. RQ2: When evaluating what influence age has on the number, variety and order of touchpoints, ANOVA was employed with results demonstrating that there was not a significant difference between ages. Utilising ANOVA, results showed that the number of touchpoints used differed across the genders (p = .015), whereby males (M = 37.91), on average, interacted with more touchpoints than females (M = 25.93). No significant difference was found in respect to the variety of touchpoints used. This indicates that while males interacted with more touchpoints than females, they revisited more of the same touchpoints during their purchase journey. **RQ3:** When evaluating the effect order has on the touchpoint used to make the final choice, it was found that 69% of participants started their journey using a search engine, 14% with travel brochures, 6% guide books and 4% social media. A cluster of the first touchpoint was identified, with participants stating that search engines provided "an easy starting point" with "broad information" and "what pops up entirely influences my choices". As they progressed through their DMP, participant touchpoint choices diverged to include an overall range of 217 different touchpoints, and only converged again at the point of final choice. 48.4% of final choices were made at 'one-stop-shop' websites (offering multiple products/services such as flights and accommodation, available to be booked and paid through one site), despite these representing only 12.9% of all touchpoints. In addition, 20.9% made their final choice through travel portals (sites that provide all information, however link to the another site for purchase), 9.2% through accommodation websites (such as Hotels.com) and 5.9% through review forums (like TripAdvisor).

Implications for Theory and Practice

Drawing from consumer behaviour and decision-making theory, this research identifies that consumers are now creating and controlling their DM process, utilising many new touchpoints outside the retailers' control. This may prove a challenge for marketers, as they attempt to entice consumers in this expansive, interactive environment. In addition, this research highlights consumers are no longer following a structured, predictable and sequential decision making process (Ashman, Solomon, & Wolny, 2015). Finally, the validity of this study is strengthened by the use of both observation, survey and quantitative research (Gram, 2010).

Further research should build on this foundation to examine these variables in a larger, generalisable study.

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The impact of relationship types on consumers' behaviours

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Abstract:

Customer satisfaction continues to attract attention because it links to key organization metrics such as customer retention, share of wallet and WOM. However, the strength of these connections has often been shown to be weak. The current study sheds light on the customer satisfaction → consumer behaviour relationships (intentions, SOW, WOM and consumer complaints) through the inclusion of moderating variables, notably affective and calculative commitment as well as inertia. Findings indicate that relationship type does moderate the linkage between customer satisfaction and specific subsets of behaviours. For example, all three relationship types moderate the relationship between customer satisfaction and share of wallet, but not retention. The research also uncovered counterintuitive findings, e.g., increases in affective commitment result in higher negative WOM when satisfaction drops. These constructs and their relationships will be elucidated at the conference. Managers wanting to utilise relationship type to improve customer-based outcomes must therefore do so carefully.

Keywords: affective and calculative commitment, inertia

Consumer cynicism – how is it generated?

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Abstract:

This paper explores the process through which consumer cynicism is developed towards a firm. Two variables - Trait Cynicism, general distrust about human nature, and Social Cynicism, individual's negative attitude towards society, were studied and were expected to result in consumer cynicism due to inference of negative motives behind firm's actions. Hence, Negative Inferred Motives was treated as a mediator in the model. Another variable, Negative Affectivity, individual's disposition to feel negative affect chronically, was proposed to moderate the effect of trait and social cynicism on inferred motives. To test the proposed model, a quantitative analysis was done with the help of well-established scales. Both trait and social cynicism were found to be positively correlated with consumer cynicism, and their effect was found to be mediated by negative inferred motives. However, the moderating effect of negative affectivity was proven only in case of social cynicism, but not for trait cynicism.

Keywords: Consumer Cynicism, Negative Inferred Motives, Negative Affectivity

Introduction and Research Aim

With consumer trust displaying a declining trend over past few years (Helm, Moulard, & Richins, 2015), research on consumer distrust, scepticism, discontent, alienation, etc. have found increasing amount of importance in research in consumer attitude domain. Keeping with the emerging trend of negative consumer attitude studies, the work on consumer cynicism is gradually gaining popularity among the consumer behaviour researchers. Consumer cynicism has been explained as the negative attitude that a consumer develops towards a marketing firm or the marketplace in general due to the attribution of some hidden motives behind the firm's actions (Chylinski & Chu, 2010; Helm, Moulard, & Richins, 2015).

To gain a better understanding of the construct, the present paper has tried to explore the underlying mechanism behind the development of cynical attitude in a consumer. For this, the constructs trait and social cynicism have been studied as antecedents of consumer cynicism. This causal effect is proposed to be mediated by the construct negative inferred motives, and will be moderated by negative affectivity of an individual. A quantitative test is done using structural equation modelling to establish the proposed moderated mediation model. Finally, this study discusses theoretical implications of understanding consumer cynicism in a better way, and provides suggestions for marketers as to how to deal with cynical consumers.

The aim of this study is:

To understand the underlying mechanism behind the development of consumer cynicism.

The following research questions are addressed in the paper:

RQ1: How do social cynicism and trait cynicism impact consumer cynicism?

RQ2: What role does inference of negative motives behind a firm's actions play in development of consumer cynicism?

RQ3: How does negative affectivity impact an individual's inferred motives and consumer cynicism?

Conceptual Model

The present paper proposes trait and social cynicism as antecedents of consumer cynicism. Trait cynicism has been conceptualized as a dispositional level factor because of which an individual sees the whole world with doubt and harbours a belief that there are always some hidden motives behind anyone's actions (Dean, Brandes, & Dharwadkar, 1998; Stanley, Meyer, & Topolnytsky, 2005). Individuals who are high in trait cynicism are thus, expected to infer that there is some hidden agenda behind a firm's actions which result in his or her expectations being not met. Similarly, social cynicism which is characterized with a mistrust and disillusionment with society and its institutions (Dean, Brandes, & Dharwadkar, 1998), is expected to result in a more cynical view of a firm's motives behind any action. This causative linkage is explained with the help of the concept of "Schematic Processing" approach adopted by human beings (Ashmore & Boca, 1981; Venkatraman & Villarreal, 1984). To explain the mechanism as to how consumer cynicism is generated, it is proposed hereby that the effect of trait and state cynicism on consumer cynicism will be mediated by the construct "Negative Inferred Motive". Negative inferred motive has been conceptualized as the extent to which a consumer believes that a firm will exploit him or her to take advantage and maximize its own profits (Balaji, Jha, Sengupta, & Krishnan, 2018). The above stated mediation effect is predicted with the help of the "Theory of Attribution" which states that individuals always assign causes behind someone's decisions and

behaviours. Negative affectivity, which is a dispositional tendency of a person to feel distressed and unpleasantness chronically (Andersson, 1996; Chiaburu, Peng, Oh, Banks, & Lomeli, 2013) is expected to moderate the effect of trait and social cynicism on inferred motives negatively. This moderating effect is explained with the help of "Affect-as-Information Theory" (Schwarz, 1990; Clore, Gasper, & Garvin, 2001).

Methodology

The quantitative analysis of the proposed moderated mediation model was done with the help of an empirical survey. The data was gathered using questionnaire which comprised of wellestablished scales of the constructs discussed above. Trait Cynicism was measured using ten items of Wrightsman cynicism scale; Social Cynicism with four items from Leung, Ip and Leung (2010) study; Negative Inferred Motives using four items as used by Joireman et. al. (2013); Negative Affectivity with the help of ten items borrowed from PANAS scale of Watson, Clark & Tellegen (1988); and Consumer Cynicism scale of Helm, Moulard & Richins (2015) was used to quantify the construct. A structural equation model was developed and the analysis was done with the help of SPSS AMOS.

Results and Discussion

Both trait and social cynicism were found to have a positive significant correlation with consumer cynicism, and thus, act as antecedents. Negative inferred motive was found to act as the mediator between trait and consumer cynicism, and between social and consumer cynicism. Negative affectivity moderated the effect of social cynicism on negative inferred motives, but the moderation effect was not found significant between trait cynicism and negative inferred motive. As found in the empirical study, all the hypothesized relationships were proven to be significant except the moderating effect of negative affectivity between trait cynicism and inferred motives. This might be because an individual who is high in trait cynicism might not be ready to see anything positive behind a firm's actions (Chiaburu, Peng, Oh, Banks, & Lomeli, 2013) despite following a detailed information processing strategy triggered by negative affectivity.

Implications for Theory and Practice

The study contributes to the theoretical understanding of consumer cynicism and helps in advancing the existing literature. Our study proved the causal effect of trait and social cynicism on consumer cynicism empirically, which was only theoretically proposed till date by the existing studies. Negative inferred motive which has always been theorized as the main cause of an individual's cynicism was never tested empirically. This is the first attempt to quantitatively test the mediating effect of negative inferred motive on consumer cynicism. Quite contrary to the existing research on the effect of negative affectivity on cynicism which predicts a positive correlation between the two, our study actually found negative affectivity to reduce the impact of social cynicism on negative inferred motive, and thus, indirectly on consumer cynicism.

The findings have significant implications for the marketers, especially in the emerging markets context. As trait and social cynicism cannot be changed drastically, marketers have to be careful while designing their strategies for societies high in cynicism; because there is high chance that negative motives will be inferred behind any action taken by the firm in these emerging markets. As negative inferred motives are dependent on the type of information that comes from the marketing firms, even small discrepancies in any communication coming from the firm can affect customers' inferences significantly, and hence, impact their cynicism level.

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A theory of negativity bias

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Short Abstract:

The negativity bias is a well-known phenomenon, where negative information has a greater influence than positive information. We develop a theory of negativity bias under an assumption that quality and personal tastes have a positive interaction effect on consumer valuations. Our theory suggests the negativity bias is universal, and it can be a consequence of rational inference. Consumers infer low quality from negative information, having low expected valuations because their tastes are less important for lower quality. In contrast, consumers attribute positive information to the sender's personal tastes, increasing their expected valuations by a small amount. We further investigate various patterns of consumers' response to information. For example, when a product fits some consumers' tastes very well but others' tastes very poorly (e.g., horror movies), negative information can cause consumers to increase their expected valuations. We suggest a new measure of the negativity bias and provide some testable predictions.

Keywords: negativity bias; marketing; theory; information; online review; recommendation; word of mouth; inference; rationality; universality; polarizing product

Introduction and Research Aim

The negativity bias is a singularity of human behaviors with negative entities (e.g., events, objects, information, experiences, emotion, personal traits, recommendation, communication, advertising). For example, Fiske (1980) finds that people pay more attention to negative personality information than positive one and give more weight to the negative cue in impression formation. Kahneman et al. (1990) find that people pay more to avoid a loss of an item than to gain it (i.e., the endowment effect). Chevalier and Mayzlin (2006) find that negative online reviews (one-star reviews) have a greater impact on online book sales than positive online reviews (five-star reviews). Tirunillai and Tellis (2012) find that negative usergenerated content (UGC) has a significant negative effect on abnormal returns while positive UGC has no effect. Wang et al. (2018) find that, in 2010 and 2012 U.S. congressional elections, negative political advertising increased two-party vote shares while positive one had no effect. The negativity bias occurs in many different domains including choice, evaluation, memory, attention, impression formation, moral judgment, social referencing, learning, relational satisfaction, contagion, and feedback (for a comprehensive review of the negativity bias, see Baumeister et al. 2001, Rozin and Royzman 2001). This paper focuses on the negativity bias in a general context, where consumers update their expected valuations of goods based on either negative or positive information.

The objective of this paper is to provide a rational explanation for the negativity bias in a general context and prove the universality of the negativity bias. The literature often explains the negativity bias under the premise that negative information is more diagnostic than positive one. Rather than assuming the premise, with a general definition of the valuation function, we derive the negativity bias by using the Bayesian update of the expected valuation. We show that the negativity bias can be a consequence of rational inference, and the negativity bias can occur even when negative and positive information are equally diagnostic. Moreover, we further examine various patterns of the consumer response to information. For example, we show that, when a product is polarizing (i.e., a product fits some consumers' personal tastes very well while others strongly dislike it), negative information can have a positive effect on consumers' expected valuations. To our knowledge, this paper is the first research that provides a theoretical explanation for that intriguing phenomenon, i.e., positive effects of negative information (for empirical evidence, see Berger et al. 2010, Hiura et al. 2009, Kikumori and Ono 2013, Doh and Hwang 2009, Wu 2013, Wilson et al. 2017).

The aim of this study is:

To develop a theory of negativity bias and expand our knowledge about how consumers response to information.

We address two research questions in line with this aim:

RQ1: Why consumers respond differently to negative and positive information? **RQ2:** Whether and when consumers respond positively to negative information?

Methodology

Our model builds on a key empirical result in the literature that the negativity bias occurs when consumers are uncertain about their valuations of products. For example, Ahluwalia (2002) finds that the negativity bias is prevalent when consumers are unfamiliar with a brand and focus on the accurate evaluation of that brand. Basuroy et al. (2003) find negative critical reviews hurt a film's box office performance more than positive critical reviews help the performance only for the first week of its run (see Hennig-Thurau et al. 2015 for similar findings in the context of microblogging). Yang and Mai (2010) find negative reviews have a greater impact

on the sales of an online video game than positive ones. However, a larger user base, which signals game quality, decreases the negative impact of negative reviews (i.e., the negativity bias). Koo (2015) finds that the effect of negative recommendations on buying intention does not change with the strength of tie between recommenders and receivers. However, strangers' positive recommendations have smaller effects (i.e., lead to greater negativity bias) than those from social ties who know receivers better and can reduce the receivers' uncertainty about their valuations of products. Leung (2018) find that, given hiring uncertainty, prior negative hiring experiences have a greater impact on hiring decisions than prior positive hiring experiences. Consistent with these empirical findings, consumer uncertainty is a key component in our model to derive the negativity bias.

Results and/or Discussion and Contributions

We explain the negativity bias under an assumption that vertical and horizontal attributes (i.e., quality and personal tastes) have a positive interaction effect on consumer valuations. Consumers have higher valuations for higher quality (e.g., video games with fewer bugs, faster network server, better graphics, and faster response time) than for lower quality. A positive interaction effect means that the difference in consumer valuations (for high vs. low quality) is larger when the product fits consumers' personal tastes better (e.g., for genres, characters, stories, background music, graphic designs, etc.). Given this valuation function, we derive a stronger response to negative information. Suppose a consumer (or a sender) posts a negative review about a product. Then, another consumer (or a receiver) may infer from that review that the product is of low quality and has a poor fit with the sender's tastes. Even if the product matches the receiver's tastes well, the receiver has a low expected valuation of the product because personal tastes are less important for lower quality. In contrast, given a positive review, the receiver's expected valuation might increase slightly because personal tastes are important for higher quality, and thus the receiver attributes the positive review to the sender's tastes. Consequently, negative information has a greater impact on the consumers' expected valuation than positive information.

Implications for Theory and Practice

The 'positive interaction' assumption plays a pivotal role in showing that the negativity bias is a consequence of consumer rational inference. Beyond its theoretical importance, the 'positive interaction' assumption produces some useful results for empirical research. We show that the negativity bias decreases when the 'positive interaction' effect becomes small. Thus, we can possibly measure the negativity bias by estimating the interaction effect of vertical and horizontal attributes on consumer utility. Unlike direct measures, this indirect measure does not require manipulating information, which may help researchers because it is often difficult to select comparable, negative and positive information of equal intensity.

We also provide some predictions that can be empirically tested. In our theory, the negativity bias occurs when both the product quality and the product fit with individual consumers' personal tastes are uncertain. This indicates that the negativity bias will be prevalent for both vertically and horizontally differentiated products (e.g., restaurants, cruise trips). However, it might be difficult to find the negativity bias for either vertically differentiated products with few horizontal attributes (e.g., desktop computers, toasters, blenders, insurance) or horizontally differentiated products with few vertical attributes (e.g., music, books, herbs, ice cream). Our theory also predicts that, when some consumers strongly like a product, and others strongly dislike it, i.e., for polarizing products (e.g., exotic foods, horror movies, violent video games), negative information can have a positive effect on the consumers' valuation.

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In search for the true customers' experiences

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Abstract:

This study introduces the concept of unrevealed experience as a consequence of the inclusion of length, breadth, and depths dimensions into the customer experience concept. It aims to extend and fill the gap of the current customer journey analysis (CJA) by combining the revealed and unrevealed experiences of customers to capture their true experiences. Our study involved a restaurant in Indonesia that has been in business for 30 years. Revealed experiences were gathered from the internal survey of the restaurant, whereas the unrevealed experiences were captured from several strategies, involving social media analytics, google analytics and website pattern analysis. The results strengthen our proposition about the existence of unrevealed customer experience. In the end, we encourage to extend the possible utilization of a mixed-method approach in service research to help service providers obtaining more holistic information about their customer experiences.

Keywords: customer experience, customer journey analysis, unrevealed experiences

Introduction and Research Aims

Customers may reveal or not reveal their experiences to a service provider during the service consumption journey. Unlike revealed customer experience that can be easily and directly identified, the unrevealed experience is more difficult to be discovered as it is not clearly explicated by customers. There are many unrevealed experiences which lay beneath the existing truth that needs to be uncovered in order to comprehend the true experiences of the customers (Salas-Olmedo, Moya-Gómez, García-Palomares, and Gutiérrez, 2017; Halvorsrud, Kvale, and Følstad, 2016; Lemon and Verhoef, 2016).

Researchers have a long-time reliance on ethnographic methods to dismantle the unrevealed experience. Yet, this method requires a lot of resources and time to bring the covered experiences to the surface. The explosion of digital technologies allows us to tap additional insights into the customers' experiences, yet current studies do not present an adequate insight on how to integrate the revealed and unrevealed experiences to draw a conclusion about the true customers' experiences.

Therefore, the aim of our paper is:

To fill the gap of the current customer journey analysis by combining the revealed and unrevealed experiences from the internet and social media analytics to obtain a complete picture of what we call as the true experiences of the customers.

Specifically, we address three research questions in line with this aim:

RQ1: What are the typical revealed customers' experiences that are revealed to a service provider?

RQ2: What are the additional insights that can be captured from customers' digital footprints about customers' experiences that were not revealed to the service provider?

RQ3: How to integrate the two sources to draw a complete and true picture of the experiences?

Conceptual Model

Customer experience can be expressed as feedback redirected to service provider or information shared to other parties (i.e. other customers, social networks, or public). Any customers feedback to a service provider can be presented as revealed or unrevealed expressions which are based on whether it is made known to others or not. Unlike revealed customer experience that is reported directly to the service provider, the unrevealed experience is more difficult to be discovered as it is not clearly explicated by customers (Otto, 2003; Wagner and Hansen, 2004). Addressing the unrevealed customer experience, though, is important as it can indicate the real experience a customer gain during their interaction with a company (Zhou, Jiao, and Linsey, 2015).

Customers' engagement with digital technology leaves some digital footprints of their activities (Zhao, Lu, Liu, Lin, and An, 2018; Salas-Olmedo *et al.*, 2017). The digital footprints can be used as reliable sources of unrevealed customer experiences. The emergence of programming, data access, and user interface technologies indeed enables unprecedented tracking of customer behaviour that may discover their unrevealed experiences (Edelman and Singer, 2015). This approach inspires us to utilize social media data to match the revealed and unrevealed data, track the journey, and draw a complete picture of the true experiences of the customers.

Methodology

Our data were collected from one of a chain restaurant in Indonesia, named Bumi Aki, which has been established for more than 30 years. We utilized multiple sources, mixed methodologies, as well as longitudinal and cross-sectional data. We used archival study, management interview, customer survey, content analysis of social media posts (text, photos, and videos), and data analytics from brand-owned digital touchpoints, as a set of strategies to uncover a holistic experience of the restaurant's customers. The data were obtained following customer pre-, during, and post-experience with the service provider, particularly regarding: 1) customer motivation, 2) customer satisfaction factors, and 3) things that made customer engaged with the restaurant.

Results and Discussion

Table 1 is an example of the research findings. It shows some differences that were captured in terms of customer motivation. Other results are not presented here due to the page limitation policy of the ANZMAC Conference.

Table 1. Revealed and Unrevealed Customer Motivation for Dining Out

Rank	Revealed to The Service Provider		Unrevealed to The Service Provider	
	Motivation	%	Motivation	%
1	Looking delicious food	72%	Gather with families	54.8%
2	Gather with families	62%	Holiday and weekend	19.6%
3	Trying new things (place or experiences)	56 %	Special occasion (birthday, company trip, etc)	14.2%
4	Refreshing motives	40%	Trip out	7.1%
5	Change the eating atmosphere	30%	Looking delicious food	4.2%

Implications for Theory and Practice

The authors have probed any inconsistencies and differences between the revealed and unrevealed data. They were able to discover the gaps between the two regarding the customers' motivation, where and what information they are looking for, the reason for stop searching, what they like or dislike, their satisfaction toward the service and how they engage with the service provider. Our study highlights several unique features of particular methods, mostly digital-based, that allow us to find evidence of the unrevealed experiences in order to draw more accurate conclusions about the true experience of the customers. Our study suggests that the service design of the service provider may not match the actual pattern of its customer's behaviour. They need to realize that customers may and potentially hide their experiences intentionally. Service providers must start using multiple platforms and touchpoints to capture a truer experience of their customers. We also recommend service providers to test their service blueprints properly before applying them so that they are not misled by the sole reliance on the revealed experiences of their customers.

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Consumers trust retailers more than organic certification

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Abstract:

In Vietnam, certified organic and GAP products, once found only in the margins of the food market, are becoming an increasingly visible element in food retailers' offerings, largely due to concerns with food safety. Research on consumer perceptions of certification labels as a food safety assurance mechanism is limited, particularly regarding fresh produce. Equally, whether consumers trust in specific food retailers informs perceptions of certification labels, and influences food choice decisions, is unknown. Therefore, this study explores consumer perceptions of different types of certification schemes, and the influence of consumer trust in the retailer, on this perception. It employs an interpretivist approach with data collected from 24 in-depth interviews in Vietnam. The results show that consumer trust in the retailer strengthens and increases consumer trust in certification schemes, particularly when consumers doubt the capacity of food chain actors to deliver safe food. Theoretical contributions to trust theories are discussed.

Keywords: interpersonal trust, trust in abstract system, certification schemes

Introduction and Research Aim

Food safety in agricultural production is perceived as a major issue by consumers, industry and the government in Vietnam. To restore consumers' confidence, the Government has disseminated policies on food safety standards, focusing on farming practices such as organic and Good Agricultural Practices (GAP). As a result, certified organic and GAP vegetables has appeared in many modern food retail stores. GAP and organic food have credence attributes which consumers might not be able to evaluate even after consuming the food (Caswell, Noelke, & Mojduszka, 2002; Grunert, Bredahl, & Brunsø, 2004). In these cases, information, such as certification, can function as quality signals to enable buyers to assess product quality more easily. Also these certifications aim to obtain trust of consumers (Higgins, Dibden, & Cocklin, 2008). Lack of trust in organic food has been shown as a barrier to organic food consumption (Hughner, McDonagh, Prothero, Shultz, & Stanton, 2007; McEachern, Seaman, Padel, & Foster, 2005) while trust leads to purchase intention in organic food context (Konuk, 2018). Also literature has suggested that whether certifications have an impact on consumers' food choice depends on consumers' awareness, knowledge and trust in certification systems (Giannakas, 2002; Janssen & Hamm, 2012). Yet, research on factors that contribute to consumers' trust in organic certifications is limited (Ibrahim, Hall, & Ballantine, 2019). As information of product attributes as well as certification system can be provided at the point of sale by retailers, they play an important role in shaping consumer perception of organic vegetables. Yet the interaction between trust in retailers and perception of organic certification labels has not been examined. Therefore, this paper aims to explore the effect of trust in retailers on consumer perceptions of different organic and GAP certification schemes. As shown in literature, consumer trust in retailers is an increasingly decisive factor for success in food industry (Viktoria Rampl, Eberhardt, Schütte, & Kenning, 2012). This paper also explores the main drivers of consumer trust in these organic and GAP food retailers, particularly retailing performance (product quality, service quality, and price fairness (Bei & Chiao, 2006; Shih-Tse Wang & Tsai, 2014) and retailers' trustworthiness (ability, benevolence, integrity) (Mayer, Davis,

& Schoorman, 1995).

The aims of this study are:

To uncover the relationship between trust in retailers and consumer perception of certification schemes and to explore the drivers of retailer trust.

We address two research questions in line with these aims:

RQ1: What are the effects of consumer trust in the retailer on consumer perceptions of different organic certification schemes?

RQ2: What are the drivers of consumer trust in organic and GAP food retailers?

Background and/or Conceptual Model

We chose Mayer et al. (1995)'s model of trust to explore consumers' assessment of the trustworthiness of a third party or a specific food retailer. This model has been supported in various disciplines, including consumer and marketing research (Schlosser, White, & Lloyd, 2006), and recently in retailing (Viktoria Rampl et al., 2012). In their model, Mayer et al. (1995) identify ability, benevolence, and integrity as drivers of trust.

We examine the influences of three retailing performance dimensions from the consumer perspective including product quality, service quality, and price fairness (Bei & Chiao, 2006; Shih- Tse Wang & Tsai, 2014) on trust in retailers.

Methodology

An interpretivist approach (Klein & Myers, 1999; Walsham, 2006) is considered to be appropriate for this study because of its exploratory nature. The lack of existing literature on how trust in retailers influences consumer perceptions of different organic certification schemes and their food choice requires a descriptive perspective to explore the interaction between trust in retailers and trust in certifications. Interpretivist research, such as this study, focuses on understanding consumers' experiences from their own perspectives.

The data were collected from 24 in-depth, semi-structured, face to face interviews with Vietnamese grocery buyers. Interviews typically took place at the respondents' home. Some photos of food storages such as the fridge were taken with participants' permission as supporting context for descriptions provided by participants in the interviews. Interviews lasted 60 to 90 minutes. During each interview, real packages of different types of certified organic vegetables including VietGAP, GlobalGAP, PGS, USDA sold by different retailers were presented for participants' recognition and assessment. Interviews were conducted in Vietnamese. They were audio-taped, transcribed and translated into English and analysed using NVivo 11. Open coding and axial coding were used to characterise, categorise, compare, and integrate the emerging themes (Spiggle, 1994). Three main themes emerged: (i) retailing performance (product quality, service quality and price fairness) and trust in retailers, (ii) a retailer' trustworthiness (ability, benevolence, integrity) and trust in retailer; (iii) interaction between trust in retailers and trust in organic certification.

Results and/or Discussion and Contributions

The results show that certification schemes, either controlled by the government or by the private sector, do not automatically gain consumers trust. Consumers perceive there is a lack of government control over the implementation of VietGAP from farm to market, as mentioned by many participants: "...both farm inspection and the use of VietGAP labels are loosely controlled...". Therefore, although under government certification schemes, VietGAP vegetables are only trusted and purchased if they are sold by trusted retailers who are actively involved in quality control processes along the food chain. PGS is perceived as well -controlled in farms but loosely controlled in distribution, therefore consumers rely on retailers to purchase genuine PGS certified vegetables. Trust in retailers increases trust in certification schemes.

Product quality and service quality are important drivers of trust in retailers while price fairness is seen as less important. Regarding trustworthiness of retailers, ability, particularly expertise and knowledge about organic farming practices and food safety is the most influential driver for trust in retailers.

We found consumers' trust in retailers is similar to Mayer et al.'s (1995) interpersonal trust while consumers' trust in certifications is similar to Giddens's (1984) abstract system trust. Abstract system relies on effective functioning of expert system and needs to have impact on the social or material world, or "the capacity to achieve outcomes" (Giddens, 1984, p. 257) to be significant. However, our research found that the basic function of expert systems, such as certification schemes, to assist consumers to differentiate organic and safe vegetables from conventional produce, has not been achieved. Therefore, consumers must rely on interpersonal trust to inform their perceptions of abstract system.

Implications for Theory and Practice

Organic certification plays an important role in differentiating organic food from

conventional ones. Therefore, it is crucial for both theory and practice to understand consumers' perception on organic certification and factors that contribute to consumer trust in organic certification. In this context, the role of abstract trust and interpersonal trust on trust in organic certification and the interactions between two constructs has been examined. Interpersonal trust strengthens and increases trust in abstract system particularly when functioning of abstract systems is not effective.

The findings provide some managerial implications. Consumer trust in retailers increase trust in organic certification, therefore it is important for retailers to gain consumer trust to win their food choice. First, retailers should be encouraged to be more involved with government in collaborative schemes to ensure an effective and credible food safety regulatory system. Second, retailer trustworthiness and retailing performance are critical in gaining consumer trust in retailers and certification schemes and ensuring their business success in the organic food market.

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Identify me; Voice of older Australians

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Abstract:

Using semi structured depth interviews with Australian consumers aged 55+, this paper proposes three older age consumer identities framed around participants' attitudes toward, and experience of, aging, their consumption influences, and their attitude to marketing communication and brands. The findings highlight that their consumption identities and behaviours have been influenced by their 'life course', in terms of major transitions such as retirement, loss of a spouse, grandparenthood and increased health issues. Instead of homogenous age-based marketing, a more sophisticated segmentation that considers the internal resources of the older consumer, their social connections, self-perceptions and consumption attitudes and influences must be considered. Furthermore, to gain insight into this cohort demands recognising the diversity of this audience as chronological age fails to fully reflect the aging process and consumption behaviour. By understanding consumption identities, social marketers can better customise intervention strategies to facilitate positive aging and healthier lifestyle and consumption choices.

Keywords: Older Australians, aging identity, well being

Introduction and Research Aim

Australia has one of the highest life expectancies in the world which, combined with a declining birth rate, signals a growing number of older consumers. Significant research (Moschis 2012; Young et al., 2017; Sthienrapapayut et al., 2018) has explored the nature of aging and it has been recognised that older consumers are diverse in their experiences of aging which in turn has implications for consumption decisions and practices that influence health and wellbeing. A number of segmentation approaches have been used to segment older consumers including those employing values, lifestyle, as well as attitudes, interests, and opinions (Kucukusta & Denizci Guillet, 2016). However, a more nuanced understanding of ageing and its influence on consumption is required, recognising factors such as physical, psychological and social age. Perceptions about aging, and healthy aging and consumption are changing, and social marketers need to reflect on implications for social marketing strategy. For example, baby boomers are less conservative than previous generations; actively seek to remain youthful, healthy and energetic; and their self-perceived age has a significant influence on attitudes and behaviour in relation to media and consumption decisions (Sudbury-Riley et al., 2015). Communication strategies and interventions that fail to recognise these subtleties run the risk of being ignored. Importantly, as aging consumers adjust to changes in their life course, e.g., retirement, empty nesting, increased physical decline, they are likely to re-evaluate their consumption priorities for specific products and brands and consume in ways that are consistent with their sense of self (Levy 1959; Biggs et al., 2008). The aim of this paper is therefore using a proposed segmentation framework that considers both general and domain specific segmentations (e.g. as particular behaviours) and employs five main dimensions underpinned aging, consumption and identity. Through a critical social marketing lens, this segmentation framework considers the relationship between identity concerns and consumption patterns and how this is shaped by their moral foundations, values, personality and; how marketers can better communicate heathy lifestyle choices to older Australians.

We address two research questions in line with this aim:

RQ1:To explore the influences of aging, and age identity, consumption decisions and attitude to marketing communication within a proposed segmentation framework.

RQ2: To propose consumption identities that may foster improved social marketing strategies.

Methodology:

This research employed using semi structured depth interviews with eleven participants purposively selected to represent a gender balance (6 female, 5 male), a range of ages (55-69) reflecting the Baby Boomer segment. In-depth interviews are well-suited to capturing detailed, richly textured, person-centred information (Gubriam & Sankar, 1994). The interviews were conducted in the participants' homes. which were between 1.5 and 2 hours in length. Thematic analysis were used to uncover associations and meanings emerging from the qualitative data and to provide insight into the consumption practices of this cohort of consumers (Braun & Clarke, 2013). The questioning strategy revolved around five main areas. Personal Values – What shapes older consumers' views of the world and their expectations of it? (Rokeach 1973; Schwartz & Bilsky, 1987). Purpose in Life – Do they have goals and life anchors that positively shape their future? Personality – do they have personality traits that enable them to be resilient and positive as age-related decline impacts their life? (Schmitt et al., 2007) Personal Resources - Physical, Social and Resilience; do they have internal and external resources that enable them to age well and live as they would like? Aging Perception and Experience – A summary set of current perceptions about their own age and aging (Hess et al., 2017)

Results, Discussion and Contribution

We found that physical health, social connections and family play a key role in age and consumption identity. Furthermore, our older consumers are price and value conscious and choices about shifting consumption e.g. from current brands and products to more healthy or sustainable options are viewed through this value lens. We found that our respondents were quite sensitive to stereotypes in used in advertising and rejected images that highlight the negatives of aging in stereotypical ways. Overly creative executions were also less attractive and informative communications were welcome. Further, internal resources such as optimism and resilience appeared to be importance in shaping age identity. Family was also central to both identity and consumption behaviour, with grandchildren often playing a significant role on purchase decisions and buying behaviour. As a result we have identified three main consumption identities: Family focused, Community connected, Future Fearful. Each has implications in advancing our understanding of social marketing initiatives by targeting with messages and interventions that shape lifestyle and consumption of healthier products and lifestyle choices.

Implications for Theory and Practice:

Influences on positive aging: attitude to aging and age identity: Consistent with prior literature (Kohlbacher et al., 2011) we found health and wellbeing, as well as financial security, influenced our participants' attitude to aging and their identity as a consumer. Fostering internal resources, such as optimism, resilience and life purpose, can help overcome or manage some of the physical and financial challenges associated with aging, resulting in a more positive attitude to aging. Family and social connections contributed to our participants' life purpose and shape a more optimistic outlook on life and growing older. In particular, grandchildren are a source of joy and give their lives meaning. Social marketers need to recognise these influences and ensure that communication strategies and interventions encompass older consumer's ecosystems.

Key influences on the consumption decisions of our older consumers: We found our participants noted growing older brought with it, a refocusing of their priorities, frequently bringing family and emotional connections to the forefront, which influenced their purchases and preferences. The reality of the physical aging process appears confronting and triggered the need for new products to help manage physical limitations Our participants are savvy shoppers and pay attention to price and are responsive to sales and discounts, however they are not prepared to sacrifice perceived quality or other attributes consistent with their values e.g. the ethical stance of a brand, its impact on the environment or country of origin (Park, 2011; Kearney, 2015). By understanding the motives underling our consumption identities, social marketers can customise intervention approaches to either modifying a current behaviour (e.g. move towards healthier brand choices) and/or influence to continue a desired behaviour (e.g. nutritious brand choices) in sustaining healthy lifestyle choices and wellbeing.

Attitudes toward advertising and communications: Our participants spent less time with real-time 'free to air' TV channels and increasing use of subscription services (e.g. Netflix) and using 'catch-up' to access selective free to air content. Negative stereotypes alienated our participants and simplistic representations of older people didn't resonate with participants often leading to decreased attention in processing information. Consistent with prior findings (McKay-Nesbitt et al., 2011), our participants preferred positively framed messages, such as 'how to be well' or 'do better', rather than focusing too strongly on negatives or highlighting problems; and clear, concise and informative advertising. By understanding relevant media channels, social marketing strategies as health literacy can be communicated to encourage positive health outcomes.

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How similar are music genre profiles?

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Abstract:

Preferences for music genres are thought to differ based on a range of demographic and psychographic variables. However, there is disagreement as to whether demographic or psychographic variables are more accurate predictors of genre preferences, raising doubts over previous findings. Additionally, marketing literature finds that competing brands sell to similar types of customers. Our research examines the degree of similarity between listeners of different music genres for key demographic and psychographic variables. We analyse the profiles of over 1,000 music listeners in the United States, finding that genres rarely attract unique listeners. These findings offer insight into the American music market and can help record labels, musicians and music services in their targeting practices.

Keywords: Music Marketing

Introduction, Background and Research Aim

After almost a decade of decline, the global music industry achieved a revenue growth of 8% in 2018 (IFPI, 2018). A 41% increase in music streaming revenues (now the largest revenue source in the US\$17.3B industry) is responsible for the growth of the global music industry (IFPI, 2018; Wlömert and Papies, 2016). Music listening continues to be a prevalent part of everyday lives. Nielsen (2017) estimates that people living in the United States consume, on average, 32 hours of music per week. Motivations for consuming music are attributed to relieving boredom, and managing/regulating moods, self-identity, and interpersonal relationships (North, Hargreaves and O'Neill, 2000; Rentfrow and Gosling, 2006). As such, considerable emphasis is placed on music preferences, particularly on how listeners of different genres are segmented by demographic (age, gender, ethnicity, social class etc) and/or psychographic (personality type) variables (North and Hargreaves, 2007; Rentfrow and Gosling, 2003). However, similar to the questioning of their usefulness in 'generic' market segmentation (Bruwer and Li, 2017), there is disagreement as to whether demographic or psychographic variables are more accurate predictors of musical preferences (North, 2010; Greenberg et al., 2016), which casts doubt over previous findings. Further, the marketing literature finds that competing brands hardly differ in their demographic and psychographic customer profiles (e.g. Hammond, Ehrenberg and Goodhardt, 1996). To date, the findings have been found to generalise to a diverse range of consumer-packaged goods, fresh produce, services, entertainment and media contexts (e.g. Anesbury, Winchester and Kennedy, 2017; Uncles et al., 2012). Exceptions infrequently occur, and typically reflect functional differences, such as luxury fashion brand Chloe, which is bought by more females as it does not produce menswear (Patrick et al., 2016).

This study aims to examine music genre profiles to determine if there are meaningful differences in demographic and/or psychographic profiles. Our research question is therefore: **RQ**: Do genre listener profiles differ by demographic or psychographic variables?

Method

Data was collected via an online survey in the United States during February 2019. The sample is comprised of 1,036 respondents (age range 18 to 84, females = 53%, mean age = 48.6, SD = 17.6). Respondents were asked to indicate their previous week's usage of 14 music genres. The final list of genres is derived from Apple Music, Spotify, and Rentfrow and Gosling's (2003) Short Test Of Musical Preferences (STOMP). Respondents were asked nine demographic questions: age, gender, race, household size, occupation and social class. Psychographics were examined using Rammstedt and John's (2007) big five inventory 10-item (BFI-10) personality scale. The scale was selected as it requires less participants' time. therefore curtailing respondent fatigue and boredom (Thalmayer, Saucier and Eigenhuis, 2011). Finally, hedonic and eudaimonic motivations for music listening, as an additional measure of psychographics, were measured using Oliver and Raney's (2011) scale. The scale was originally used to understand motivations for film preferences and has been modified to be contextually relevant to music listening. To determine the extent to which listeners of different genres are different, we draw on Hammond et al.'s (1996) method. Their approach calculates the listener profile of each music genre and then compares this to the average listener profile. This simple method is used because any evidence of actionable brand segmentation should be clear without the use of complex analysis procedures, such as those used in musical preference studies (North and Hargreaves, 2007; Greenberg et al., 2016). To analyse the data, we calculate the degree to which each genre profile deviates from the average profile of all genres. For example, if the user profile of rock consists of 46% males and the average profile for all 14 genres is 50% male, rock deviates from the average profile by -4 percentage points

(pp). Means absolute deviation (MAD) is calculated for each demographic and psychographic variable and reported in results. Deviations ≥ 10 pp from the average category profile are regarded as managerially significantly different (Kennedy and Ehrenberg, 2001).

Results and Discussion

As shown in Table 1, demographic and psychographic listener profiles hardly differ between genres: the MADs are on average four. In the case of specific demographic variables, more marked differences occur for age, gender and race. Notably, 23% of all age cases deviate by 10 pp or more from the average profile. The majority of these deviations appear among the older 55+ age group (78% of age deviations) for 10 out of 14 genres. However, large similarity between age groups <55 years old is seen. For gender, 14% cases are deviations and 13% of cases for race are deviations. For example, pop and soundtracks are overrepresented by female listeners and underrepresented by males. Notable race deviations occur for hip-hop/rap and R&B/soul/funk genres, which skew more to African-Americans and less to Caucasians, while more Caucasian listeners are evident in the rock and country profiles. Psychographic genre profiles are extremely similar, with MADs below four. However, more variation occurs for eudaimonic motivations as eight percent of cases exceed the 10-pp benchmark. A closer investigation reveals that these deviations mostly appear for the world genre (7 out of the 10 deviations). The sole personality deviation also occurs for world, where fewer listeners high in the agreeableness personality trait listen to this genre.

Overall, results show that the 14 genres differ little in their demographic and psychographic listener profiles (average MAD= 4). There is a case that age is a variable which could be used to broadly segment listeners. However, further investigation is required to determine if this is the case.

Table 1: Summary deviations for demographic and psychographic genre profiles

Tuble 1. Summary deviations for demographic and psychographic genre profiles						
Demographics	MADs	% ≥10 pp	Psychographics	MADs	% ≥10 pp	
Age	6	23	Eudaimonic Motivations	4	8	
Gender	7	14	Hedonic Motivations	3	4	
Race	4	13	Personality	4	1	
Employment Status	4	5	Average	4	4	
Education Level	3	3				
Income	2	1				
Household Size	3	0				
Region of Residency	2	0				

Implications, Limitations and Future Research

4

Average

This study demonstrates that listeners of different genres are highly similar in their demographic and psychographic profiles, with some variations in age, gender and race. No genre attracts a special demographic or psychographic listener. The implications of this finding relate to targeting, with evidence suggesting that at a genre level, the older listeners (55+ years old) prefer fewer genres. However, most other demographic and psychographic differences are negligible. These findings offer insight into our understanding of the American music market and listeners' preferences and are of use to musicians and music labels. The lack of meaningful genre segmentation suggests that a mass marketing approach is a desirable strategy. Key limitations of this study are that the scope is limited to the United States and it examines only a limited number of genres. Replication in more countries, at sub-genre, artist, album and song level, is required in order to test the generalisability of these findings.

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Attribution emotions and negative word-of-mouth in a crisis

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Abstract:

Drawing on attribution theory and theory of social sharing, we examine how public crisis emotions transform into negative word-of-mouth and damage brand loyalty. Using a scenarios-based crisis with a sample of 240 respondents in a metropolitan city, we find that negative word-of-mouth is driven by three types of crisis emotions: attribution-independent, external-attribution-dependent, and internal-attribution-dependent. Among these emotions, external-attribution-dependent was the most influential motive, whereas internal-attribution-dependent represented the least important motive of negative word-of-mouth. The more public employ negative word-of-mouth as their coping strategy, the more damaged brand loyalty is.

Keywords: Attribution emotions, Negative word-of-mouth, Brand loyalty

Introduction and Research Aim

A crisis of unethical conduct frequently results in public outrage and negative consumer behaviour (Lindenmeier et al., 2012). Corporate crises could also trigger negative public perceptions, transmit negative word-of-mouth (WOM), and threaten to undermine corporate reputation (Coombs, 2007). The United Airlines' forced removal of a passenger is an example of crises that led to serious public anger and boycott toward that airline (The Guardian, 2017). Earlier studies have emphasized the necessity of resolving emotions during decision-making crises because what the public feels after a corporate crisis matters (Coombs & Holladay, 2007; 2005). As such, prior literature has mostly investigated the impacts of certain emotions such as anger, fear, anxiety on public behaviour toward a crisis (Jin et al., 2012; McDonald et al., 2010; Coombs & Holladay, 2007). However, a corporate crisis might evoke a variety of different types of emotions that is more complex. The attribution theory posits that people do not only respond to the crisis's outcomes but also develop the "perception of causality, or the judgment of why a particular incident occurred" (Weiner, 1972, p. 203). Put differently, public emotions might reflect not only how the public feels about the outcome of the crises, but also how they feel about the cause of the crises (Choi & Lin, 2009; Weiner, 1986). Furthermore, the public might experience different emotions when they relate the crises to themselves (Jin et al., 2014). Therefore, we propose three types of attribution emotions that are likely to associate with attribution theory in explicating a crisis: (1) the emotions generated by the outcome of an event itself, (2) the emotions associated with cause of the outcome, and (3) the emotions reflecting how public feel about themselves when involved in a corporate crisis. Moreover, understandings of the impacts of attribution emotions on consumer behaviours in a crisis remain limited. We propose that the three types of attribution emotions would turn into negative public WOM and subsequently diminish brand loyalty. Our findings would help companies advance their understanding of different types of public emotions during crises and their negative impacts on brand loyalty.

This study aims to: Examine how different attribution emotions predict negative WOM and brand loyalty in a corporate crisis.

In line with this aim, this paper addresses the research question:

RQ: How do different attribution emotions affect negative WOM and brand loyalty in a corporate crisis?

Literature Review and Hypotheses

Emotion is a theoretical factor at the core of modern psychology that acts as a critical determinant of behavioural decision (Balaji et al., 2017). When a crisis happens, the public might experience a variety of emotions toward the catastrophes and unexpected incidents. Most research has conceptualized emotions by valence (Balaji et al., 2017), pleasure – arousal (Ladhari, 2007), or specific emotions (Wetzer et al., 2007). In a corporate crisis setting, such approaches may not thoroughly reflect the complex roles of different emotions. Recent attempts have approached attribution as a more fundamental factor to group both negative and positive emotions (Choi & Lin, 2009). Notably, there are three main types of emotional experience toward a crisis (Jin et al., 2014). The first type of attribution emotions is attribution-independent emotions (AI) that consist of anxiety, fear, apprehension, and sympathy—reflecting how the public feels about a crisis. The second type of attribution emotions (external-attribution-dependent—EAD) encompasses disgust, contempt, anger, and sadness—indicating how the public feel about the organization related to a given crisis. The third type of attribution emotions (internal-attribution-dependent—IAD) includes guilt, embarrassment, and shame—demonstrating how the public feel about themselves when involved in a crisis. We propose that the theory of social sharing might explain the effects of attribution emotions on negative WOM. When there is a corporate crisis, different negative emotions could provoke negative WOM to show empathy, seek help, grasp social attention, and strengthen social relations (Rimé, 2009). Despite efforts made to demonstrate the impact of discrete emotions and emotions by valence on negative WOM (Balaji et al., 2017), less research has studied how negative WOM goes viral by different types of attribution emotions. Therefore, our research focuses on understanding how attribution emotions might lead to negative WOM following a corporate crisis. Additionally, loyalty would be undermined if customers spread negative WOM as their coping strategy of a corporate crisis (Breitsohl & Garod, 2016). Therefore, we propose brand loyalty as the ultimate response toward a corporate crisis that is provoked by different types of attribution emotions.

Methodology

Data collection includes a two-stage pilot test and a direct survey containing a fictional scenario of a crisis in the milk industry. For the main survey, we employ convenience sampling and conducted direct interviews with 240 respondents in Ho Chi Minh City, Vietnam. The selection criterion requires the interviewees to have purchased either drinking milk or formulated milk within the previous month. We adopt the public crisis emotions scale proposed by Jin et al. (2014).

Results and Discussion

Our results suggest that when a corporate crisis takes place, the public tend to attach three types of attribution emotions. These public crisis emotions significantly predict negative WOM and indirectly diminish brand loyalty. Furthermore, external-attribution-dependent emotions (i.e., disgust, contempt, anger, and sadness) was the strongest determinant of negative WOM whereas internal-attribution-dependent emotions (i.e., anxiety, fear, apprehension) represented the least important motive of negative WOM.

Implications for theory and practice

This study contributes to the emerging limited body of research linking crisis communication, emotions, and critical marketing outcomes. Across a variety of crisis contexts, a comprehensive understanding of the attribution emotions effect in a corporate crisis remains equivocal. There is a lack of research addressing attribution emotions as antecedents of negative WOM and how brand loyalty is ultimately affected. We, therefore, offer a theoretical model to measure three attribution emotional reactions of the public toward a corporate crisis.

While the nature of crises is unforeseen, firms can lessen negative emotions by addressing public concerns rather than ignoring them. Firms can put more efforts into influencing consumer perceptions and emotions through informal and formal communications (Lindenmeier et al., 2012). For example, showing they are willing to care about public emotions and solve problems is an ideal way to handle crises and turn the public into loyal consumers. According to a retail report of 1,605 online U.S. shoppers, 68% of customers who leave a complaint or negative review on a social networking site received a reply from the retailers (Rightnow, 2011). Importantly, 33% of them then posted a positive review, and 18% became loyal customers. Therefore, firms should establish adequate procedures for assuring or improving a fair interactional and distributional tackling of consumers' complaint (Schoefer & Diamantopoulos, 2008). When crises occur, confession, apology, taking full responsibility, and admission are among the proper ways to lower public anger and negative WOM (Liu & Jin, 2011; McDonald et al., 2010).

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Drivers of experience value among hard-/soft-adventure tourists

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Short Abstract:

This study examines the relationships between outcomes of experience value, destination attitudes, and behavioural intentions in an adventure destination context separating between soft- and hard-adventure self-identity tourists. 1170 visitors provided their appraisals of experience value at 4 international adventure destinations. Segregating between personal and social experience value, a SEM-model verified that personal value had positive influence on destination appraisals while social value did not. Perceived matches between destination images and visitors' self-identities propelled by their tendencies of novelty seeking were strong antecedents of both personal and social outcomes of experience value and thereby of appraisals of adventure destinations. The findings provide researchers and marketers with new insight on how visitors' soft/hard self-identities, tendencies of novelty seeking, and perceptions of congruity across self-images and adventure destination images influence outcomes of personal and social experience value and thereby appraisals of the destinations.

Keywords: adventure self-identity, novelty seeking, experience value

A typology of customer satisfaction: A nethnographical approach

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Abstract intentionally not included, for details please contact the authors

Colour and confusion: Ambivalent effects of familiarity

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Abstract:

Colour, the most visually salient aspect of branded packaging, can either assist consumers in brand choice or hinder them by causing confusion. Despite this potency, comparatively little empirical focus has been put on the impact of colour on consumer confusion. This research directly addresses this paucity by investigating consumer confusion caused by packaging colours in the fast-moving-consumer-goods context. An experiment examined the interaction between packaging colour similarity and brand familiarity on consumer confusion, and found opposing effects in different product categories. Ambivalent effects of brand familiarity on the colour-confusion effect were revealed. When packaging colours were similar, consumers found familiar brands *less* confusing, but only with long-established product categories. For newer product categories, consumers were *more* confused by similar colours for familiar brands. This research provides empirical evidence that brand familiarity does not always protect consumers from confusion caused by similar packaging colours, with implications for both theory and practice.

Keywords: brand familiarity, consumer confusion, packaging colour.

Introduction and Research Aim

Colour is one of the most visually salient aspects of branded packaging, and when used effectively by marketers, it can signify brand identity in an increasingly cluttered retail environment (Warlop, Ratneshwar, & van Osselaer, 2005). However, enabled by advancements in technology, imitative and lookalike packaging are now increasingly common in the fastmoving-consumer-goods sector (Labrecque, Patrick, & Milne, 2013). Such packaging strategies lead to brand misidentification, with consequences for both consumer welfare and company profits (Kasabov, 2015). Distinctive colour schemes increase consumer certainty in purchase decisions, but overly-similar packaging colours can hinder choice by creating confusion (Balabanis & Craven, 1997; van Horen & Pieters, 2012). While brand familiarity can offer consumers more certainty in purchase choices (Herm & Möller, 2014), this effect can weaken in the face of imitative and lookalike packages. Proactive companies make significant investments in design and protection for their visual brand identities through obtaining trademarks and taking legal action against colour-imitators (Wilke & Zaichkowsky 1999; Phillips, McQuarrie, & Griffin, 2014). However, the protection and redress they seek is often limited due to insufficient evidence of consumer confusion and the highly subjective nature of colour perception and evaluation (Bednall, Gendall, Hoek, & Downes, 2012). The proliferation of lookalike packaging and its inherently negative consequences for companies and consumers has created an urgent need to investigate the effects of imitation and copycat branding strategies on consumer confusion (Wang & Shukla, 2013). In particular, investigation of the relationship between colour, confusion, and brands is crucial.

Therefore, the aim of this research is:

To examine the effect of colour variations on consumer confusion and to investigate how these effects differ between familiar and unfamiliar brands.

Three research questions are addressed in line with this aim:

RQ1: What is the effect of packaging colour similarity on consumer confusion?

RQ2: What is the effect of brand familiarity on consumer confusion?

RQ3: How does the interaction between packaging colour similarity and brand familiarity impact consumer confusion?

Background

Consumer confusion is defined as the "subjective consumer experiences of mental discomfort and behavioural uncertainty engendered by misjudgements, information processing errors and inaccurate beliefs relating to products or services, affecting consumers' overall evaluation of products and services" (Kasabov, 2015, p. 1779). Three antecedents drive consumer confusion: stimulus, individual, and situational characteristics (Foxman, Berger, & Cote, 1992). Packaging colour similarity is a stimulus characteristic that can potentially drive consumer confusion based on cognitive associations (Loken, Ross, & Hinkle, 1986), associative interference (Foxman, Muehling, & Berger, 1990), and stimulus generalisation (Zaichkowsky & Simpson, 1996). Although the presence of visually similar features across stimuli could cause errors in information processing that results in confusion, specifically how and when packaging colour variations results in consumer confusion is still unknown. Furthermore, prior research has not examined the effects of brand familiarity on the accuracy of information processing, specifically regarding similarities in packaging colours. Given the prevalence of consumer confusion in the fast-moving-consumer-goods sector (Mitchell & Kearney, 2002), the assumption that brand familiarity mitigates confusion that is caused by stimulus similarity may not hold in the presence of similar packaging colours. Empirical investigation of this assumption is warranted.

Methodology

An online experiment was conducted with 412 United States participants (47.6% female, M_{Age} = 45.4 years). A 3 (colour similarity: identical, similar, different) × 2 (brand familiarity: unfamiliar, familiar) × 2 (product category: milk chocolate, energy drink) repeated-measures, full factorial experimental design was employed. Experimental stimuli consisted of paired images of branded packages (unaltered package vs. colour-altered package). Two scenarios were used to separate familiar and unfamiliar brands. All conditions and stimuli presentations were counterbalanced and randomised. Participants were presented with a scenario, provided an image of a reference brand package, and then presented with a paired stimulus. Participants were asked to select the original package. Confusion was then measured using a 12-item consumer confusion scale developed through pre-tests and factor analysis (Cronbach's $\alpha = .9$).

Results, Discussion, and Contributions

Three-way repeated-measures ANOVA revealed significant main effects of packaging colour similarity and brand familiarity, and significant interaction effects between colour similarity, brand familiarity, and product category on consumer confusion. These results indicate that consumer confusion is driven by packaging colour similarity, and depending on product category, brand familiarity either mitigates or exacerbates confusion. Increasing colour similarity caused more confusion; brand familiarity moderated this effect by minimising confusion for familiar brands. However, product category moderated this moderation, so that similar packaging colours produced opposite effects. When packaging colours were visually similar, familiar milk chocolate brands produced *less* confusion, whereas familiar energy drink brands produced *more* confusion. This ambivalent effect might be attributed to product category age, as milk chocolate has existed in the market for far longer than energy drinks, therefore allowing consumers to develop more knowledge about milk chocolate brands than the newer energy drinks. These findings contribute to existing knowledge by demonstrating how colour variations impact consumer confusion, and how the effects differ between familiar and unfamiliar brands across different product categories.

Implications for Theory and Practice

This study explored how stimulus similarity, operationalised as differences in packaging colour, affected consumer confusion. Future research should explore colour in combination with other aspects of product packaging (e.g., shape) to comprehensively understand the role of visual packaging characteristics on consumer confusion. In addition, further investigation of product category in the context of packaging colour and consumer confusion is warranted. Both product categories used in this study were hedonic. Further investigation employing utilitarian products would be a fruitful research avenue (e.g., Klein & Melnyk, 2016). Future studies could also directly control for and explore the effect of product category age to determine whether this impacts confusion.

Brand managers should become sensitised to the ways that consumer brand familiarity interacts with different packaging colours to affect choice decisions. Brands rely on distinctive appearances to enhance consumers' decision experiences, but that is becoming difficult to manage with the proliferation of imitative and lookalike packages. Brand familiarity can increase confusion for similar colours in some categories, and category newness could be a driving factor. Therefore, if a product is in a newer category, familiarity alone might not be an effective heuristic if competitors' products use similar colours. In such situations, packaging colour decisions must be made carefully to minimise confusion and maintain market share. A more distinctive packaging colour might be warranted. In these ways, this research has real-world impact and provides value to marketing practitioners.

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Advertising media vehicles in retailing

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Abstract:

This paper seeks to investigate the elements forming traditional and online media and their effect on attitudes and intention to patronage shopping centers. To explain this phenomenon, the well-established hierarchy-of-effects (H-O-E) theory is used as the underpinning theory. To establish the media elements that may affect attitude change, Exploratory Factor Analysis (EFA) was executed on a sample size of 80 respondents. Further to this, a Confirmatory Factor Analysis (CFA) was conducted through Smart PLS to test the confirmed scales and factors and their relationships. The findings suggest that a shopper's attitude and patronage intentions are majorly influenced by cognitive and reinforcement messages, which are transmitted by traditional and online media vehicles. In doing so, this study has advanced the knowledge in a practical and theoretical sense and therefore it enables marketers to develop communication strategies accordingly.

Keywords: advertising media vehicle, attitude change, shopping center.

Background and Literature Review

In Malaysia, retailing continues to play a major role in attracting tourists here. It is currently known as the most popular shopping hubs in the world. The major shopping centers such as KLCC, Pavilion, Midvalley Megamall, One Utama and Sunway Pyramid which are located within the business and commercial districts of Klang Valley often compete head to head to attract shoppers (Tourism Malaysia, 2018). This intense competition prompts shopping centers to create the right retail atmosphere and continue to advertise and promote themselves. From the literature perspective, scholars have noted that the success of an advertisement is gauged by its ability to produce a mental change in the consumer by making them think differently about the brand (Weilbacher, 2003). Most studies for advertising effectiveness have utilized the hierarchy-of-effects (H-O-E) theory (Wijaya, 2012; Mokhtar, 2016). This theory explains how advertising influences consumers' decisions to consume a product or service. The original H-O-E theory by Lavidge and Steiner (1961) consisted of six components: awareness, knowledge, liking, preference, conviction, and purchase. It was later regrouped into three main stages (cognitive, affective and conative) to reflect a consumer's information process behavior. This is reflective of the three-component of attitude formation (Eagly and Chaiken, 1993). These components as a part of the extended version of the H-O-E theory. The first component (cognitive factors) is created when individuals gain information about the attitude object and proceed to form beliefs (Ajzen & Fishbein 1980; Eagly & Chaiken 1993) and is obtained by a person's direct (participation, involvement) and indirect experience with objects (Simmons & Lynch 1991). The next component which is the behavioral factor is connected to a person's overt behavior concerning the attitude object (MacKenzie & Lutz 1989; Eagly & Chaiken 1993). Current studies by Putit, Muhammad, and Aziz (2016) and Toh (2018) highlighted that Malaysians depend on various media messages that are reflected from online and traditional mediums as it influences their attitude and intention to patronage shopping centers in Malaysia. Using the extended H-O-E theory in understanding attitudinal change, this research is interested to explore the key research question and hypotheses as outlined below through a holistic conceptual framework:

RQ1: To investigate the elements of media (traditional and online) and their effect on the formation of attitudes and intentions to patronage an internationalized shopping center.

H1: Elements of advertising mediums do affect the shopper's attitude towards a shopping center.

H1a: Shopper's attitude will positively influence the consumer's intention to patronage a shopping center.

Overall the main contribution of this study is to determine if shopping centers should streamline the use of the different types of media in trying to attract the right shoppers into the shopping center.

Methodology and Analysis

Sunway Pyramid (one of the well-known shopping malls in Klang Valley) was chosen as the context of this study. Measurement items were compiled from research related to media and advertising and retail patronage intention studies. A multi-item 7 point Likert-type scales were utilized. For the pilot study, according to the G-power technique, since only 2 predictors (traditional medium and non-traditional medium of advertising) were part of the testing model, the minimum sample, which was required was 43. As a part of the data collection, the respondents were given the briefing information sheet in person at the Sunway Pyramid along with the questionnaire where they were informed that they can either accept or decline to fill in the survey at any given point of time. As a result, a total number of 80 genuine responses

were collected and were analyzed using SPSS version 25.0. The tests conducted were to examine discriminant, convergent, and internal validity and reliability, along with the specification of the model. Discriminant validity testing first identified factors with EFA using principal component analysis (PCA). In a study by Sepnas & Zeller (2002), it was determined that the adequate sample size for PCA is between 50 to 100 hence the 80 responses gathered were appropriate. Also, the use of a small sample size for this study was because of the high communalities. These factors were next tested as a part of a conceptual framework using SmartPLS 3.0 software through CFA.

Results, Discussions, and Contribution

The EFA of traditional and online message elements resulted in seven factors (4 factors within traditional named as appearance, rational, informative and emotive whereas 3 factors within online named as review importance, message identity, and design respectively). All the factor loadings for the retained items (seven factors) exceeded 0.40 (Hair et al., 2014). Cronbach's alphas (ranged from 0.75 to 0.88), which supported the internal reliability and the convergent validity of the multi-item measurement model (Hair et al., 2014; Naskrent & Siebelt, 2011). Discriminant validity also confirmed that the constructs were separate as the average variance extracted (AVE) (ranged from 0.62 to 0.86) were noted as being more than the square root of the paired correlation between constructs (Fornell & Lacker, 1981). The conceptual model was specified and tested using the SmartPLS 3.0 software. During the iteration process, the informative construct was deleted because the items representing the informative construct resulted in having outer loading less than 0.50 (Ringle et al., 2015). As a part of quality criteria, the model represented an adequate fit to the data (Goodness of Fit =0.512) (Wetzels et al., 2009) and the R square for attitudes towards shopping center and patronage intentions were noted as 0.35 and 0.46 respectively.

The hypothesized paths (H1 and H1a) in the conceptual framework were statistically significant. It was interesting to note that, a shoppers' attitude is influenced by cognitive and reinforcement messages transmitted by traditional and online media respectively. In specific, from the traditional perspective, shoppers often look at how a message is framed in an advertisement and whether the rational and emotive nature of the advertisement develops an attitude of patronaging the respective shopping center positively. This means that the traditional advertisements are used to evoke emotions amongst viewers and online media helps to reinforce their attitude towards shopping centers. These major findings prompt further research to investigate if specific online media vehicles (such as Snapchat or Twitter) assists in the development of a shopping center identity.

In summary, this article reports the important elements of traditional and online media, which assists in influencing shoppers' attitudes and patronage intention towards shopping centers. Attitude and patronage are important elements in developing a successful marketing strategy as it improves the engagement of consumers towards a respective shopping center. The findings of this study contribute to the marketing communications and retailing literature through an improved understanding of the importance of elements within the traditional and online media and their influence on the attitudinal and patronage intention. From the managerial perspective, the findings of this study will assist the brand and marketing managers for the new product message development the use of traditional media is still important to communicate and increase brand awareness at the initial stage and online media is used to reinforce the intended messages to shoppers.

Note: Model can be presented upon request.

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The effect of culpability in celebrity scandals

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Abstract:

Many brands rush to dissociate themselves from their celebrity endorsers who get involved in a scandal because they fear that negative associations may transfer from the celebrity to the brand. This research takes a closer look at this effect and suggests that consumer attitudes towards the brand vary with the celebrity's presumed culpability and the consumer's construal level (i.e., how abstractly or concretely they think). Across three experiments, we show that when a celebrity endorser is involved in a scandal in which they are culpable (i.e., responsible for the scandal), consumers who think at a concrete, low level have more favorable evaluations of the endorsed brand than those who think at an abstract, high level. Interestingly, celebrity scandals can even increase consumers' evaluations of the endorsed brand – people who think more concretely actually evaluate the brand more favorably when the celebrity is culpable in the scandal than when not.

Keywords: construal-level, endorser scandals

Introduction and Research Question

In December 2009, Accenture terminated its relationship with Tiger Woods after his multiple infidelities came to light. When bad news about a celebrity hits the headlines, managers are usually quick to terminate any relationship with their brand because they fear negative consequences by association. In this research, we question this conclusion and ask whether this negative impact of an endorser scandal on brand evaluations always holds. We base our investigation on the insight that consumers' negative reactions to a celebrity involved in a scandal should depend on the extent to which they believe the celebrity is culpable, and whether they deserve what has happened. We hypothesize and show that the impact of endorser culpability on brand evaluations varies as a function of consumers' construal level. Below, we develop the theoretical background for these propositions and report three experiments that test them.

Conceptual Development

Past research has shown that perceptions about a celebrity endorser are closely related to the brand endorsed by that celebrity and that a brand's reputation tends to get adversely affected when it's endorser gets involved in a scandal (Langmeyer & Shank 1993; Till & Shimp 1998; Bartz, Molchanov & Stork 2013). This negative reaction to endorser scandals, however, is likely to depend on consumers' construal level. Construal Level Theory (Trope and Liberman, 2003) posits that people may mentally construe objects and events at either an abstract, high level or at a concrete, low level. Specifically, high-level and low-level construals differ systematically in person perception. Since personality traits (e.g., extraversion) are general, decontextualized characteristics that tend not to vary across situations, they are considered high-level construals. Situational characteristics, in contrast, are specific and contextualized, and thereby constitute low-level construals. Therefore, people with high-level construals rely more on global traits in person judgment while people with low-level construals rely more on situation-specific incidentals (Nussbaum, Trope & Liberman 2003).

Building on this difference in people's tendency to make global versus situational attributions as a function of their construal level, we investigate the consequences of a celebrity scandal on the endorsed brand, which may be decomposed into two separate predictions, as follows:

- (a) Effect of construal when celebrity is culpable. Based on Nussbaum et al. (2003), we reason that when a celebrity endorser is culpable in a scandal, consumers with a high-level construal are more likely to attribute the scandal to the endorser's traits. Therefore, when the celebrity is culpable in a scandal, high-construal consumers should believe that the scandal reflects the celebrity's true character. Low-construal consumers, in contrast, should attribute the scandal to situational factors, making them less likely to believe that the celebrity deserves the consequent fallout. A pilot study conducted with 31 subjects, who read a fictitious news article about a celebrity scandal, demonstrated that low-construals indeed felt more sympathetic than high-construals (M_{low} = 5.42 vs. M_{high} = 4.21, F(1, 30) = 3.23, p = .08) and were less likely to feel that the celebrity deserved what happened ($M_{low} = 2.75$ vs. $M_{high} =$ 5.16, F(1, 30) = 10.41, p = .003).
- (b) Effect of culpability for low-construal consumers. We further predict that low construal consumers will evaluate an endorsed the brand more favorably when the celebrity endorse is culpable than when the celebrity is not culpable in the scandal. This can arise as a result of a sympathy effect since low-construal consumers attribute the scandal to contextual factors, and do not feel that the celebrity deserves the fallout. This could, in turn, lead to an overcorrection in their attitudes. Such an overcorrection would be apparent only when the celebrity is culpable (versus not), because low-construals would not attribute the scandal away from the celebrity in the latter case. We report three experiments that test these predictions.

Results and Discussion

Experiment 1 tested our hypothesis by demonstrating the basic interactive effect of celebrity culpability and construal level on ad evaluations. We manipulated the celebrity's culpability by having participants read a news article about a sex video, which was leaked either by the celebrity herself or by a third party. Construal level was measured using the Behavioral Identification Form (Vallacher and Wegner, 1989). A regression analysis on participants' ad evaluations as a function of the celebrity's culpability, construal level, and their interaction yielded a significant interaction ($\beta = -0.89$, SE = .31, t = 2.88, p < .01). Slopes analysis (Aiken & West, 1991) revealed that when the celebrity was culpable, low construal was associated with favorable ad attitudes ($\beta = -1.24$, SE = .51, t = 2.417, p < .05). In the celebrity not-culpable condition, however, construal level did not affect ad evaluations ($\beta = .54$, SE = .36, t = 1.50, t = 1.50). This supports our prediction that when a celebrity endorser is culpable in a scandal, low-construal (vs. high-construal) consumers have higher evaluations of an ad endorsed by the celebrity.

Experiment 2 sought to extend the basic effect with a new operationalization of construal level (adapted from Maglio & Trope 2011) and culpability on brand evaluations. Regression of brand attitudes on culpability, construal level and their interaction revealed a significant effect ($\beta = -0.44$, SE = .15, t = -2.81, p < .01). Slopes analysis revealed that in the celebrity-culpable condition, low-level construals were associated with more favorable brand evaluations ($\beta = -.74$, SE = .31, t = -2.41, p = .02). In the not-culpable condition, high-construal consumers were marginally more favorable than low-construal consumers ($\beta = .36$, SE = .19, t = 1.95, p = .06). Thus we successfully replicated our basic effect.

Finally, in experiment 3, we manipulated construal level and showed that the effect on brand evaluations is mediated by consumers' feelings of deservingness. A 2 (culpability) \times 2 (construal level) ANOVA on purchase intentions yielded a significant interaction (F (1, 71) = 6.08, p < .05). In the celebrity culpable condition, planned contrasts showed that low construal participants indicated higher purchase intentions than high construal participants (M_{low} = 4.80 vs. M_{high} = 3.89, F (1, 71) = 3.23, p = .07). In the celebrity not-culpable condition, there was no difference across the construal conditions (M_{low} = 3.50 vs. M_{high} = 4.39, F (1, 71) = .94, p = .33). Furthermore, participants with a low construal indicated higher purchase intentions when the celebrity was culpable vs. not ($M_{culpable}$ = 4.80 vs. M_{not} = 3.50, F (1, 71) = 5.83, p < .05). However, participants with a high-level construal did not differ in purchase intentions across culpability conditions (F<1). Bootstrapping analyses with a 95% confidence interval for the indirect effect of deservingness (Preacher, Rucker, and Hayes, 2007) showed that zero fell outside this interval (95% CI: [0.0011, 0.2512]), indicating that the indirect effect of perceived deservingness was significant.

Implications for Theory and Practice

Our research demonstrates a novel finding that a celebrity endorser scandal can actually have a positive impact on the brand endorsed by the celebrity. We contribute to the existing theory by examining the downstream consequences of these attributions on emotional responses. For a scandal involving a celebrity endorser, global attributions made by high-construal consumers leads them to feel that the celebrity deserved what happened while for low-construal consumers, the attribution to situational factors leads to feelings of sympathy. These different emotions experienced by consumers with different construal leads to differences in ad and brand evaluations. Finally, the substantive implications of these findings are important for brands that feel that once their endorser has been in a scandal they have no choice but to terminate their contracts.

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Look who talks! Investigating celebrity endorsement effectiveness

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Abstract:

In a rapidly changing marketing communication environment, while consumers are often exposed to advertisements featuring celebrities in traditional as well as interactive media, their bearing on the endorsement effectiveness remains less researched. Drawing on parasocial interaction theory, this research examines the underlying mechanism through which celebrity- product congruity influences endorsement effectiveness and investigates the impact of interactive media exposure. Across two lab-experiments, subjects were exposed to predesigned advertisements. Their responses to a structured questionnaire and two product choice scenarios were recorded. The results demonstrated a positive direct effect of congruity on attitude towards advertisement and product choice; however, surprisingly, congruity had no direct impact on purchase intention. Parasocial interaction mediated these relationships. The strengths of direct and indirect effects were accentuated for the advertisements exposed through interactive media. The results would empower the practitioners in the advertisement industry for celebrity choice, media planning, and press relations.

Keywords: para-social interaction theory, media interactivity, product choice

Performativity of transformative platform on consumer practices

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Abstract:

Consumer research suggests how changing consumption practices to promote eco-social causes in emerging markets, is complicated due to the distinctive challenges in such contexts. In this paper, we draw upon the tenets of transformative consumer research (TCR) to explore the understudied role of and the elements associated with a socio-technical platform in bringing forth consumer transformation. We inquire into a social enterprise that acted as an alternative to mainstream news media that aggregated and distributed positive and actionoriented news stories produced by local volunteers and consumers, through its socio-technical platform. Building on the findings from our research, we attempt to unearth and conceptualize the term transformative platform and underscore the features that enable it to have performative effects. Further, we also explain the process by which a transformative platform enables consumers to plunge into substantive action. Potential contributions to the TCR literature are discussed.

Keywords: Grand Challenges, Performativity, Substantive Action

Introduction and Research Aim

Grand Challenges (GCs) refer to the significant barriers, if addressed, can resolve an important social or environmental problem with the likelihood of significant impact through widespread diffusion (George et al., 2016). Scholars suggest that GCs, due to its very nature, require focussed, sustained and coordinated efforts from diverse stakeholders (Kallerud et al., 2013). Extant research also stresses that addressing GCs like environmental degradation and social inequality typically require changes in individual and societal behaviours (Kazdin, 2009). Further, researchers stress how such behavioural changes is complicated in the context of consumers in emerging markets, owing to the distinctive challenges faced by consumers like limited purchasing power, limited sensitization about eco-social problems, among other things (Welter and Smallbone, 2011). With the advent of internet and the proliferation of social media, scholars stress on the importance of the use of socio-technical digital platforms to bring forth changes in consumption practices to address GCs (Moulaert et al., 2017).

The aim of this study is to focus on 'how' such transformation of consumer practices with respect to eco-social problems can be achieved through a 'transformative digital platform', especially in the context of emerging markets. We address three research questions in line with this aim:

RQ1: What are the design elements of a transformative platform that enable it to be performative?

RQ2: What is the process by which a transformative platform induces substantive action at the individual and collective level to address eco-social causes?

RQ3: What is the impact of a transformative platform on the consumer and societal well-being in emerging markets?

Theoretical Background

TCR, an emergent domain in consumer research has primarily focussed on changing consumption practices to create consumer and eco-social well-being. In this regard, TCR has highlighted the importance of transformative constructs such as "transformational leadership" (Burns, 2003) and "transformative learning" (Cranton, 2006) to generate important insights for socially relevant questions. Recently, Blocker & Barrios (2015) proposed and empirically grounded the concept of "transformative value" to provide valuable insights about the potential of services to stimulate social action and transform social structures. However, there is a lacuna of research on the role of socio-technical platforms to bring forth the transformation of consumer practices in the context of eco-social causes in emerging markets (Moulaert et al., 2017).

Inquiring this research gap is significant because scholars have suggested how sociotechnical platforms can enable the aggregation, coordination and dissemination of limited resources available in emerging markets to address GCs (Kozinets et al., 2012). To address this gap, we draw upon Blocker & Barrios (2015) and define "transformative platform" as a sociotechnical platform that addresses socially relevant issues in an innovative manner and creates large scale impact. We also define "transformative practices" as the social dimension of practices that creates individual and social change and leads to personal and eco-social well-being.

Methodology

To examine the role of transformative platform on changing consumer practices, we focus on a social venture named TransPlat (a pseudonym) in India that aggregates and distributes positive news stories produced by local volunteers and consumers, through its socio-technical

platform. TransPlat, with a consumer base of over 5 million has emerged as an alternative to mainstream media platforms and is focussed on happy stories and unsung heroes who deal with eco-social GCs. We adopt an in-depth qualitative approach for data collection and analysis. The data collection included field visits, semi-structured interviews, netnography and archival data. We utilized the established approach suggested by Gioia et al. (2013) for our data analysis.

Findings, Discussion and Contributions

The findings revealed that mainstream media in the Indian context to a large extent focussed on reporting eco-social news in a detached manner that evoked at best symbolic actions by the readers such as sharing the news items on social media platforms. In this context, TransPlat consciously included performative elements in its articles like a) exclusive focus on positive and inspirational narratives - stories of grassroots' eco-social workers, b) action orientedness - demonstrating how the readers can follow suit, c) cultivating virtual CoPs creating communities of practice and purpose to invoke sustained and coordinated actions, and d) vernacularization to enhance inclusivity - to ensure globalized news has localized reach. Such elements enacted by the platform combined with decentralized production of news through crowd-sourcing enhanced the factuality, plausibility, typicality, narrative consistency, perceptual quality of the news articles published by TransPlat.

Our data also revealed how consumers underwent a transformation based on the articles of TransPlat through a four-stage process. First, because the news items were largely based on the work of the grassroots' workers on eco-social problems, it reduced the psychological distance perceived by the readers towards the cause. Once the readers felt psychologically closer to the problems, they could identify with the cause. Further, the persuasive narratives facilitated the readers to vicariously transport to the cause and view it from the lens of the characters in the narrative. In the final stage, the readers internalized the cause and felt the need to go beyond symbolic action and plunge themselves into substantive action. Also, our data suggested how digital social influence in the reader networks acted as an influencing factor on substantive action. Examples of substantive action included readers' participation in rainwater harvesting, joint cleaning of lakes, and purchase of eco-social products, among other things.

Implications for Theory and Practice

Our work on TransPlat and its consumer communities makes the following contributions to GC and TCR literatures. First, we conceptualise and empirically ground the idea of a transformative platform and transformative practices. Second, we study the impact of the performative role of narratives by decentralised virtual communities of practice & purpose (VCoPs) on the creation of substantive action. Finally, our work highlights how transformative consumer practices leads to consumer, producer and environmental well-being and thereby the addressal of GCs.

Further, this research will help TCR scholars to renew the focus on the micro-foundations of consumption practices for the addressal of GCs. Practitioners can leverage transformative platforms as a cost-effective means to engage with a large number of consumers in emerging markets. Transformative platforms (with performative elements embedded in the same) such as TransPlat can be replicated in other cities/contexts and could be scaled up to bring about changes in consumer attitudes.

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Customer decision journey: A regulatory focus perspective

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Abstract:

Marketers face increased complexity at different stages of customer decision journey (CDJ). This paper gives a rich understanding of multi-channel customer behavior at different stages of CDJ grounded in regulatory focus theory (RFT). Extant literature indicated that individua l's behaviour is the result of personal and situational factors. Therefore, customer behaviour (e.g. choice of channel) was studied based on chronic and situational regulatory focus (RF) interaction in the CDJ context. Promotion congruent, prevention congruent and incongrue nt groups were identified based on chronic and situational RF interaction. A sequential mixed method approach, involving in-depth interviews in the first phase and lab experiment in the second phase, was adopted. Interview results indicated RF group differences in channel choice, actions and emotions experienced at each stage of CDJ. Experimental results indicated differences in RF groups in basket amount, session duration and search extensiveness. This research would help marketers in targeting, channel and message design.

Keywords: Regulatory Focus, Channel, Decision journey Track: Consumer Behavior

1

Materialism, status consumption and attitude towards money

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Abstract:

This paper examines the relationship between materialism and status consumption tendencies, and Generation Y students' attitude towards money. A convenience sample of 630 students was drawn from four campuses of registered South African public higher education institutions. The results show that a statistically significant positive association exists between all three of the factors. The strongest relationship is between materialistic tendencies and both status consumption and attitude towards money, while there is a marginally weaker relationship between status consumption and attitude towards money. This implies that Generation Y students' attitude towards money is associated with both their materialistic and status consumption tendencies.

Keywords: materialism, status consumption, money attitudes.

Introduction and Research Aim

The aim of this study was to determine the relationship between Generation Y students' materialism and status consumption tendencies, and their attitude towards money. Consumer debt has grown to unsustainable levels in many countries in due part to low interest rates, which has boosted demand for products and economic growth (Hayes, 2018). Australian, New Zealand and South African consumers are all highly indebted. At the end of 2018, household debt to income ratios stood at 190 percent in Australia, 164 percent in New Zealand and at 72 percent in South Africa. This leaves consumers vulnerable to economic shocks and at risk of debt default (Kee, 2019; Bullock, 2018; Preuss, 2018). The existing literature suggests that consumers seek absolute value maximization by rationally evaluating different choice alternatives and selecting the option that has the maximum return. However this does not prevent consumers from making seemingly irrational decisions (Tarnanidis, 2015). In order to tackle the consumer debt problem research will have to establish the reasons consumers are willing to take such high and seemingly irrational levels of debt (Duh, 2014).

Previous studies have established that the attitudes consumers hold towards money will influence their likelihood of credit use as well as the amount of debt consumers are willing to tolerate (Kennedy, 2013). Attitude towards money refers to the love of money, specifically in relation to its motivation value and reflection of success (Tang & Chiu, 2003). Money attitudes develop in childhood and shape later money-related decisions, especially in children who enjoyed fewer financial resources as a child. Research has found a relationship between childhood family experiences, money attitudes and materialism (Duh, 2016). Materialism being the importance consumers place on material possessions and their acquisition in the pursuit of success and happiness (Richins & Dawson, 1992). Research has also found a link between materialism, status consumption, attitude towards money and consumer debt. Status consumption is the process of improving social standing by consuming products that confer or symbolise status (Singh & Sahni, 2019; Chipp et al., 2011; Eastman et al., 1999).

Methodology

This research was quantitative in nature and followed a descriptive research design utilising a single cross-sectional sample. The target population was defined as Generation Y students aged between 18 and 26 years, registered at four campuses belonging to three public higher education institutions in South Africa. The mall-intercept approach was used to distribute 700 questionnaires to students across the four campuses. Data were collected using a selfadministered questionnaire that included scales from published studies. Materialistic tendencies were measured using the six-item materialism scale developed by Richins and Dawson (1992). Status consumption tendencies were measured using four items from the scale developed by Eastman, Goldsmith and Flynn (1999) and attitude towards money was measured using four items harvested from the scale published by Tang and Chiu (2003). The data were analysed using the IBM Statistical Package for Social Sciences (SPSS), Version 25. Data analysis included exploratory factor analysis (EFA) using the principle axis factoring, with promax rotation. Internal-consistency reliability was measured by computing the Cronbach's alpha values. In addition, a matrix of Pearson's correlation coefficients was constructed.

Results of the study

Of the 700 questionnaires distributed, 630 completed questionnaires were received back. The results of the initial EFA indicated that two items from the materialism scale and one item from the attitude towards money scale had communalities below 0.30 and, as such, were candidates for deletion (Pallant, 2016). After deleting these three items, EFA was re-run and returned a Kaiser-Meyer-Olkin (KMO) value of 0.838 and a significant Bartlett's test of sphericity (chi square = 2756.327, 55 dfs, $p \le 0.01$), thereby indicating the sampling adequacy and factorability of the data (Field, 2009). Table 1 reports on the pattern matrix factors, communalities,

eigenvalues, variance extracted and Cronbach alphas for the extracted factors

Table 1: Exploratory factor analysis results

Items	Factors			Communalities
	1	2	3	
3			.435	.319
4			.443	.306
5			.761	.531
6			.731	.471
7	.803			.638
8	.830			.716
9	.855			.688
10	.771			.603
11		.736		.562
12		.936		.806
13		.571		.375
Eigenvalues	4.309	1.652	1.326	
Percentage variance	35.413	11.438	7.826	
Cronbach alphas	.886	.790	.711	

In accordance with the literature, three factors were extracted that explained 54.68 percent of the variance. Given that the sample size exceeded 600, the factor loadings, which all exceeded 0.40, were also statistically significant at $p \le 0.01$ (Stevens, 2002). Each of the communalities exceeded 0.30, which indicates that each item fits well with its respective factor (Pallant, 2016). In addition, all Cronbach's alpha values were above 0.70, thereby indicating that each of the three extracted factors exhibits internal-consistency reliability (Field, 2009).

In order to ascertain the relationship between these three factors, a correlation matrix of Pearson's product-moment correlation coefficients was constructed. This correlation matrix is presented in Table 2.

Table 2: Correlation matrix

Materialism		Status consumption		
Materialism				
Status consumption	.384**			
Attitude towards money	.384**	.368**		

^{**}significant at a two-tailed level

As is evident from Table 2, a statistically significant ($p \le 0.01$) positive association exists between all three of the factors. The strongest relationship is between materialistic tendencies and both status consumption (r = 0.384) and attitude towards money (r = 0.384), while there is a marginally weaker relationship between status consumption and attitude towards money (r = 0.368). This implies that Generation Y students' attitude towards money is associated with both their materialistic and status consumption tendencies.

Implications for Theory and Practice

The aim of this study was to ascertain the relationship between Generation Y students' materialism and status consumption tendencies, and their attitude towards money. The results of the study suggest that their view of money as a motivator and symbol of achievement is indeed associated with their materialism and status consumption tendencies. This association is potentially worrying given that these three factors are known to relate to individuals' credit usage intentions and may contribute to over-indebtedness and the growth of consumer debt.

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Impact of visual texture on product evaluation

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Abstract:

This research investigates the impact of visual texture on product evaluation. More specifically, we examine the effect of textured (vs. non-textured) brand logo on visual attractiveness and estimated price of the product. We propose perceived scarcity as a mediator of this effect. In addition, political ideology (i.e., liberal vs. conservative) is expected to play a significant role in how visual texture influences product evaluation. Our findings from an experiment confirmed our prediction that visual texture brand logo can cause the product to be perceived as more attractive and expensive via perceived scarcity. Such effect on visual attractiveness was moderated by political ideology. This work adds to the existing literature on the effect of visual input on brand and product evaluation as well as understanding how visual information influence product evaluation. In practice, by understanding the influence of visual information, product designers and marketers can develop more effective product strategies.

Keywords: visual texture, perceived scarcity, political ideology

Introduction and Research Aim

So far, bigger and blunter visual information has been thought to be more effective for a brand. However, brands are now employing more refined and textured information to appeal to the consumer. In this paper, we investigate the effects of visual texture (i.e., textured vs. nontextured brand logo) on consumers' brand evaluations. We empirically exploring the question: Can textured visual elements drive positive product evaluation? How does this effect preference? And what is the underlying mechanism?

Background and Conceptual Model

Visual texture is certain repeated patterns that are created from variations of intensity and colour (Sebe & Lew, 2001). While there are numerous studies that have examined how visual elements (i.e., logo size) influence brand evaluations and how surface texture impact consumer ratings or product experiences (Krishna & Morrin, 2008; Van Rompay et al. 2018), there is little evidence to suggest how a visually textured brand logo might influence consumer evaluation of the product. As visual information is one of the most influential factors in decision-making, examining the effect of visual texture of brand logo will be a valuable input in understanding how visual information shape consumer perceptions and preferences.

Previous research has typically discussed perceived scarcity from the perspective of limited supply or high demand (Lynn, 1989). We propose that perceived scarcity can be created through the use of visual texture, and, more importantly, mediate the effect of visual texture on product evaluation. A non-textured (vs. textured) brand logo is thought to be more concrete (vs. abstract) information as it is more colourful and vivid (Trope & Liberman, 2003), and thus the product with non-textured brand logo will be perceived to be more available (i.e., less scarce). In addition, when visual information is designed with the sense of touch in mind, Gallace and Spence (2011) suggest that it can provide more of an intimate experience of beauty. According to the scarcity principle, products seem more desirable when they are assumed to be more expensive (Lynn, 1989). Therefore, a textured brand logo can cause the product to be perceived as more attractive and expensive due to this more intimate experience of beauty and desirability derived from perceived scarcity.

Consumer political ideologies have powerful implications for consumer behavior due to differences in psychological needs and motives (see Jost, 2017, for a review). Conservatives, in particular, have a strong desire for individualism, control, and in-group conformity (Jost, 2017). A good that is perceived to be scarce could help conservatives to feel a sense of belonging whilst at the same time achieving uniqueness and reducing uncertainty. Conservatives have been found to seek out status enhancing products such as conspicuous goods to fulfill their needs of in-group loyalty (Ordabayeva & Fernandes, 2014). As well as, seeking variety to confirm with social norms (Fernandes & Mandel, 2014). Research suggests that variety seeking is a social norm in western societies (Ratner & Kahn, 2002). The need to confirm stems from needing to reduce uncertainty and regain control (Fernandes & Mandel, 2014). In this case, if conservatives prefer goods that give them a better chance of being accepted by their in-group or in being able to confirm to the social norm, in addition to achieving some level of uniqueness, the textured logo design that is perceived to be scarce should therefore be perceived as more visually attractive to them.

In sum, we hypothesis that textured (vs. non-textured) brand logo enhances perceived scarcity of branded product (H1), and positively influences estimated price of the product in turn (H2). Furthermore, it was predicted that textured brand logo increases visual attractiveness of the product among conservatives in comparison to the liberal (H3) (See Figure 1).

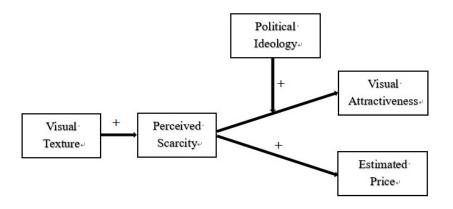


Figure 1. The relationships between visual texture, perceived scarcity, political ideology, visual attractiveness, and estimated price.

Methodology, Analysis and Results

An experiment was conducted to examine the effects of visual texture of brand logo on visual attractiveness and estimated price of the product. One hundred fifty-eight participants recruited from Amazon M-Turk (Female = 50%, M_{age} = 35.20) were randomly assigned to one of two conditions (Visual texture: Non-textured logo vs. textured logo) in a between-subjects design. Participants assigned to non-textured logo condition saw a mug with colourful Starbucks logo, whereas those who assigned to textured logo condition saw a mug with a subtle, textured Starbucks logo. As assumed, the textured (vs. non-textured) brand logo will be perceived to be more abstract (vs. concrete), as it was easier, visually, to process the information about the product with the textured brand logo ($M_{Textured}$ = 5.83 vs. $M_{Non-Textured}$ = 5.04, F(1, 154) = 12.12; p < .01). As Starbucks is a very much liked and well-known brand, we controlled for these factors by asking participants their familiarity and liking of Starbucks. To test H2, we used Hayes' Process model 4 (Hayes, 2013). Furthermore, Hayes' model 14 (Hayes, 2013) was used to test H2.

An ANCOVA demonstrated that the mug with textured (vs. non-textured) brand logo was significantly perceived as more scarce or less available ($M_{Textured} = 5.74$ vs. $M_{Non-Textured} = 6.21$, F(1, 154) = 7.21; p < .01) (H1 supported). As predicted in H2, the indirect effect of visual texture of brand logo on estimated product price via perceived scarcity was significant (95% CI[.01, .70]). We found an interaction effect between perceived scarcity and political ideology, p < .001, b = -.17. Thus, the effect of perceived scarcity on visual attractiveness of product was different for the conservatives and liberals. The indirect effect of visual texture of brand logo on visual attractiveness of the product was significant for the conservatives, (95% CI[.08, .64]), whereas this effect was not significant for the liberals (95% CI[-.28, .07]).

Discussion/Implications for Theory and Practice

Extrinsic information of a product, such as brand logo and product packaging, generates expectation which affects product evaluation. Just as colour of brand logo effects product perception (e.g., product with green brand logo being perceived to be eco-friendly), the current research demonstrates that visual texture of brand logo can influence the branded product to be associated with a certain image (e.g., visually appealing and expensive-looking) that is desirable for the product. The findings demonstrated that perceived scarcity of the product mediates such effects. Furthermore, these findings can benefit product designers and marketers to develop more visually appealing and desirable products that might lead to increases in sales. Future studies will investigate the link between the preference and behavior.

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Consumer preferences regarding facial trustworthiness of robots

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Abstract:

Robots and autonomous assistants are becoming more commonplace and sophisticated in consumer product and service contexts. Many have faces or facial avatars, raising the question of what these faces should look like in order to elicit trust and optimise consumer interaction. Some previous research suggests that humanlike robot faces confer an advantage, but this has yet to be fully explored. It is also yet to be established whether people judge the facial trustworthiness of robots in the same way they do that of humans. Through a set of experiments, this project investigates differences in consumer trust towards robots as a function of their facial humanness (humanlike vs. non-humanlike) and facial trustworthiness (trustworthy features vs. untrustworthy features). Some evidence was found for facial trustworthiness effects on purchase intentions via trust, among both humanlike and non-humanlike robot faces. However, these effects were not consistent across all contexts.

Keywords: Consumer trust, Robots, Face perception

Introduction

Robots and autonomous assistants are being developed in an increasing range of contexts in the consumer space (Delibasic, 2019). Most of the discussion evaluating their viability and success focuses on functionality and affordability (e.g., Delibasic, 2019; Metz & Aguilera-Hellweg, 2018) or ethical implications (e.g., Taylor, 2018), whereas other design-relevant issues receive less attention. One such issue is the broad question of what robots should look like. Aside from basic aesthetic concerns, aspects of robots' appearance may affect consumers' willingness to trust them (Broadbent et al., 2013). This has profound implications given that consumer adoption of robotic products and services often constitutes a discontinuous innovation (Robertson, 1967) and thus entails a "trust leap" (Botsman, 2017).

One key aspect of robot appearance that has been touched on by the research literature is facial appearance. This entails the basic question of whether robots should have faces, and if so, how humanlike those faces should be (Broadbent et al., 2013). In addition to perceived human-ness, another important aspect of robot facial appearance is facial trustworthiness, based on facial composition (Todorov, Baron, & Oosterhof, 2008; Willis & Todorov, 2006), particularly given the potential trust barriers to robot adoption. No published research has specifically tested the extent to which such judgements of facial trustworthiness extend to non-human entities (e.g., robots), nor to non-humanlike (e.g., robot-like) faces.

The aim of the present research is:

To test the effects of product/service robots' facial humanness and facial trustworthiness on consumers' trust and intentions towards them.

We address several research questions in line with this aim:

- **RQ1:** To what extent does the facial trustworthiness effect generalise when the judged faces belong to robots (cf. humans)?
- **RQ2:** How does the humanness of robot faces affect consumer trust and intentions, and does it moderate the effects of facial trustworthiness on these outcomes?
- **RQ3:** How do (humanlike and non-humanlike, trustworthy and untrustworthy) robot faces compare to no discernible face in terms of consumer responses?
- **RQ4:** How do these effects/differences vary between consumption contexts?

Background

Research on facial trait perception has established that people make trustworthiness judgements of human faces rapidly and with a high degree of consensus (Oosterhof & Todorov, 2008; Rule, Krendl, Ivcevic, & Ambady, 2013; Todorov et al., 2008; Willis & Todorov, 2006). These judgements are based on un-mimicable aspects of facial structure and composition, and affect trust-related behaviour with or without information about the face-owner's prior behaviour (Rezlescu, Duchaine, Olivola, & Chater, 2012). It stands to reason that robot faces with the basic features of a human face would be subject to the same facial trustworthiness judgements, but no published research has tested this. If true, then robot faces should be designed to have trustworthy features; if not, then designers have more scope to design robot faces in line with their distinctive brand and product personality instead.

The sparse research literature on responses to robot faces focuses on degree to which such faces are designed and perceived as humanlike. Informed by Uncanny Valley theory (MacDorman,

Green, Ho, & Koch, 2009; Mori, 1970), Broadbent et al. (2013) tested differences in people's responses to a humanlike vs. machinelike face display (vs. no face) on the screen of a healthcare robot and found that the robot with the humanlike face was most preferred, and rated as the most sociable and friendly. Kalegina et al. (2018) compared ratings of a range of rendered robot faces (of on-market robots) on a number of dimensions, and found that faces with more humanlike facial features were generally seen as more likeable and trustworthy. Taken together, these findings suggest that giving consumer robots humanlike faces may confer a trust benefit.

Methodology

Three between-subjects experiments were conducted online using Prolific. Study 1 (N = 186) sought to replicate the trustworthy face effect and test whether it notionally generalised to robots. Participants were presented with either a trustworthy or an untrustworthy 3D-generated face (from Rezlescu et al., 2012), and told that it belonged to either a person or a robot. Study 2 (N = 271) presented a scenario and image of a household personal assistant robot with a display screen featuring one of five face types according to experimental condition: trustworthy humanlike, untrustworthy humanlike, trustworthy non-humanlike, untrustworthy humanlike, or no face. The humanlike conditions used the same faces as Study 1, and the non-humanlike conditions used non-lifelike versions of these faces made from basic shapes. Study 3 (N = 531) presented a scenario and image of a surgical robot with a display screen manipulated according to the same five face conditions as in Study 2, with an additional manipulation of risk (minor operation = 3% chance of serious complications vs. major operation = 30% chance). All studies included rating-scale measures of perceived appearance attributes (including manipulation checks) and trust, and Studies 2-3 included measures of consumer intentions.

Results. Discussion and Contributions

The results of Study 1 replicated prior findings regarding facial trustworthiness: the trustworthy face elicited significantly more trust than the untrustworthy face. Further, this effect did not differ as a function of whether the face belonged to a human or a robot, demonstrating that the facial trustworthiness effect can generalise to robot targets. Study 2's results were consistent with this: the household robot with a trustworthy face elicited higher trust and purchase intentions overall compared to an untrustworthy face, and facial human-ness did not affect these outcomes nor moderate the facial trustworthiness effect. As expected, trust significantly mediated the positive effect of facial trustworthiness on purchase intentions. Study 3's results, by contrast, showed no significant effects on trust or intentions as a function of face condition, risk condition, or their interaction, despite checks indicating that both manipulations were successful. This suggests that the type of face display on a robot surgeon would not affect consumer (i.e., patient) trust or intentions.

These findings make substantial, novel contributions to literature and theory by demonstrating for the first time that the facial trustworthiness effect generalises to non-human (i.e., robot) targets, and also to rudimentary, non-humanlike faces. The findings also contradict tentative evidence of a benefit to giving robots highly humanlike faces (Broadbent et al., 2013). The findings also provide practical insights for designing robot faces; namely, that they need not appear humanlike, but can and should nonetheless be designed with trustworthy features.

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Drivers of customer advocacy toward a subscription-based consumption platform

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Short Abstract:

This study examined the relationship between customer empowerment values, that consists of value for choice, value for involvement, and value for knowledge, and customer advocacy toward a digital platform of subscription-based consumption. A quantitative approach was employed by conducting a survey of 110 valid advocating customers identified by Net Promoter Score metric. Collected data were then analyzed using PLS-SEM to test the formulated hypothesis. The research resulted in an understanding that value for involvement and value for choice are stronger predictors of customer advocacy toward the platform. On the other hand, value for knowledge was not a significant predictor. Of the two significant predictors, value for involvement is the strongest one. The findings suggest that customers were looking for something more meaningful than just the knowledge and choice offered by a subscription-based consumption platform. They sought for deeper involvement within the platform before advocating the platform to other people.

Keywords: customer advocacy, customer empowerment values, subscription-based consumption platform.

Introduction and Research Aims

Customer advocacy is regarded as the highest level of mutual and reciprocal relationships between customer and companies. Customer advocacy can be achieved through exceptional customer relationship (Roy, 2013; Urban 2004), which can be driven by customer empowerment values that consist of value for choice, value for involvement and value for knowledge (Lawer & Knox, 2006; Ramani & Kumar, 2008). However, there are no studies at the moment that investigates the relationship between customer empowerment value and customer advocacy, in particular toward a digital platform of subscription-based consumption. This is particularly important for a subscription-based platform that relies on customer advocacy to grow because of the voluntary nature of users' participation in such platform (Lee, Wishkoski, Aase, Meas, & Hubbles, 2016). Therefore, the aim of this research is to understand the influence of customer empowerment values on customer advocacy toward a subscription-based consumption platform. Specifically, we addressed one research question as follows:

RQ1: What is the most influential value dimension of customer empowerment value that drives customers' advocacy toward a subscription-based consumption platform?

Conceptual Model

Figure 1 shows the conceptual model of this research. Table 1 presents the three hypotheses that were tested

Table 1. Hypotheses of the study

Hypotheses	Supporting literature
H1: Value for Choice (VC) is positively related to Customer Advocacy (CA).	Lawer & Knox (2006, 2007)
H2: Value for Involvement (VI) is positively related to Customer Advocacy (CA).	Lawer & Knox (2006)
H3: Value for Knowledge (VK) is positively related to Customer Advocacy (CA).	Lawer & Knox (2006, 2007)

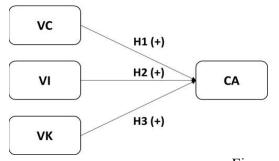


Figure 1. Conceptual model

Methodology

We used Spotify as an example of subscription-based consumption platforms. As the number of population is unknown, the convenience non-probability sampling method is performed. Through an online survey, Spotify's advocates are identified by using the Net Promoter Score indicator. Furthermore, in analyzing the data, the researcher used the PLS-SEM method. The sample size should be ten times the maximum number of paths purposing at any construct in the outer model (the number of formative indicators per construct) and inner model (the number of path relationships directed at a particular construct) (Thompson, Barclay, & Higgins, 1995; Hair, Sarstedt, Ringle, & Mena, 2012). The hypotheses will be tested through the analysis of path coefficient and significance to determine the nature of the relationship between the three value

dimensions and customer advocacy.

Results and Discussion

The results are presented in Table 2.

Table 2. Hypothesis Testing

Hypothesis	Path	Coefficient	t-Value	p-Value	Result
H1	VC → CA	0.290	2.633	0.009**	Accepted
H2	VI → CA	0.374	2.654	0.008**	Accepted
Н3	VK → CA	0.112	1.117	0.264	Rejected

Significance levels: *** .001, ** .01, * .05.

The result shows that all customer empowerment values have a positive relationship with customer advocacy. All have a significant influence on customer advocacy, except the value for knowledge. In addition, value for involvement has a stronger correlation with customer advocacy than the value for choice. Millennials, as the respondents of this study, seek acknowledgement and thus appreciate any possibility to be engaged to show their contribution and become a part of the trend movement (Tucker, 2006). Knowledge is not as important as involvement because it could be obtained elsewhere (Lawer & Knox, 2006). Meanwhile, choice is important to lure the customers to join the platform. Millennials love to have variety of options. They do not want to put themselves in a limited situation (Rippé, Weisfeld-Spolter, Yurova, Hale, & Sussan, 2016).

Implications for Theory and Practice

We concluded that today's customers would advocate a subscription-based consumption platform if they get the value for being involved in the collaboration. This study supports the influence of engagement/involvement on customer loyalty and advocacy as stated by Bilro, Loureiro, & Ali (2018), Liu, Sprott, Spangenberg, & Czellar (2018), Walz & Celuch (2010) and Wang, Zhou, Lee, & King (2014). In particular, we postulated that customer advocacy is mainly influenced by the level of customer involvement. In order to make them involved, a provider of a subscription-based platform should offer relevant choices for the customers. Knowledge is less relevant because it is relatively easy to gather from the internet.

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Portion size effect and the effectiveness of extrinsic food-cues

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Abstract:

Elderly residents in aged-care homes often experience malnutrition due to insufficient food intake. Since the 1960s, research has shown that an approach to increase the amount of food intake by elderly consumers is by manipulating extrinsic food-cues, which are indirect food related elements (e.g., ambience or environment of the dining room) as opposed to intrinsic food-cues that directly concern the chemistry and physics of food (e.g., taste, texture and colour of food). However, the findings regarding the effectiveness of extrinsic food-cues are inconclusive. This study explored a possible factor, portion size effect (PSE), that may explain this confound. This empirical study shows elderly consumers can simply consume more food when a larger portion of food is served. An implication of the finding is that the conflicting results of extant studies regarding food-cues may be due to not controlling for PSE.

Keywords: aged-care, extrinsic food-cues, portion size effect

Introduction and Research Aim

Australia and several developed countries have an aging population problem (O'Loughlin et al., 2017, Oliver, 2015). Research has revealed the aging population puts heavy demand and burden on public and private healthcare systems (Beard et al., 2012). To receive appropriate care, residential aged-care is one of the most popular options for the elderly. Residential aged- care offer accommodation, care and medical assistance, and often the sole supplier of food for the residents (Bloom et al., 2015). However, aged-care home residents often suffer from malnutrition and other health issues that are mainly associated with inadequate food consumption (Ofori-Asenso et al., 2018).

Research advocates that one way to increase the amount of food intake by elderly consumers is by manipulating extrinsic food-cues (Stroebele and De Castro, 2004). As opposed to intrinsic food-cues that directly concern the food (e.g., colour and texture of the food), extrinsic foodcues focus on the food related elements, dining occasion or experience (e.g., cutleries or ambience of the dining room) (Stroebele and De Castro, 2004). The effectiveness of extrinsic food-cues within this research refers to the size of effects of the cues on increasing food consumption of the elderly. However, findings regarding this effectiveness are largely inconclusive (Spence and Piqueras-Fiszman, 2014, Michel et al., 2015).

A key question that arises from the conflicting results is why similar cues work in some situations but not in others. Majority of the research on studying the effectiveness of extrinsic food-cues fails to consider the variance of portion size effect, the amount of food served. We contend that this variable can inadvertently confound the results of food-cue experimentation. Therefore, the aim of this study is to investigate if PSE can explain the effectiveness of extrinsic food-cues on the quantity of food intake.

Conceptual Development

Since 1960s, a body of studies have explored the influence of extrinsic food-cues on food perceptions and consumption behaviour. The majority of these studies concerns consumers across all ages and in commercial settings such as restaurants (Spence and Piqueras-Fiszman, 2014, Koh and Pliner, 2009), although some studies have involved elderly consumers in healthcare settings (Nisbett, 1968, Axelsson et al., 1989, Ragneskog et al., 1996). Overall, the results of these studies are mixed in that some studies have suggested the effectiveness of extrinsic food-cues on food intake in healthcare settings (Buckinx et al., 2017), while others have not found any significant effects (Owings, 1990, Divert et al., 2015). However, these studies did not consider the potential confounding effects of simply serving more food with or without extrinsic food-cues.

Portion size effect (PSE) refers to people simply consuming more food because more food is given to them. Studies have shown that PSE may impact food intake (Herman et al., 2015, Steenhuis and Poelman, 2017). For example, Herman et al. (2015) highlighted a prevalent mechanism of PSE is appropriateness — whether people consider the portion they are served as appropriate for how much to consume. When people are given a relatively smaller portion, they consider the amount appropriate and eat accordingly; similarly, when they are served a relatively larger portion, they consider the amount appropriate and eat correspondingly. The indicator of appropriateness is developed by human's response to internal hunger and satiety cues, along with environmental stimuli. Thus, when measuring the effectiveness of extrinsic food-cues, the portion size of the food served may bias the outcomes unless the served portion is accounted for (Bozionelos and Bennett, 1999).

Methodology

A within-subjects study was conducted in a residential aged-care facility in Adelaide in a two-week period. We used an infographic card as an extrinsic food-cue in this experiment. Infographics are an innovative and engaging medium to communicate information in a colourful and precise manner. They contain information and graphics to convey an idea or message, thus enriching an individual's understanding and ability to make decisions (McCrorie et al., 2016). Both tests were carried out on a day where the residents in the home were served fish and chips for lunch.

In the first week, the residents (n=10) were shown an infographic containing message about the benefits of consuming fish, "Fish is a good source of omega-3 fatty acids which are good for brain and heart health. In fact, fish contains about 10-20 times more omega-3 than beef". The infographic cards were displayed on the dining tables prior to the residents arriving for lunch. A manipulation check at the end of lunch confirmed that all residents had noticed the cards. Residents were served a typical portion of food as they would normally be served. After the residents had left the room, we collected the plates and measured the actual amount of food consumed.

In the second week, the same residents were served more food; we measured that on average 18% more food by weight was served. Unlike Week 1, no extrinsic cues were used (i.e., no infographic cards on the dining tables). Similar to Week 1, after the residents had left the room, we collected the plates and measured the actual amount of food consumed.

Findings and Discussion

We found that residents in Week 2 (when they were served larger portion of food without any extrinsic food-cues) consumed more food (mean=155g) than in Week 1 where typical food quantity was served with infographics food-cue (mean=113g) (paired-samples t=2.267, df=9, p=.05). A linear regression test further shows that the interaction term of (food-served x presence/absence of cue) had no significant effect on food-consumed (r=-.109, p=.884). These results confirmed that residents consumed more when more food was being served, regardless of whether an extrinsic cue was present or not.

A key theoretical contribution of this paper is to demonstrate the importance of controlling for PSE in studies that measure food intake and the effectiveness of extrinsic food-cues. Not accounting for PSE may lead to misleading conclusions. Not controlling for PSE could explain the conflicting results of past studies, where some found extrinsic cues to be effective (Axelsson et al., 1989, Spence and Piqueras-Fiszman, 2014, Ragneskog et al., 1996), while others did not (Owings, 1990, Divert et al., 2015, Buckinx et al., 2017). A managerial implication for residential aged-care homes could be to increase the portion of food they serve in order to increase the food consumption of the residents. Given the exploratory nature of this study, more work is needed in this area. In particular, future research should determine whether there is a limit on the amount served before a negative or diminishing effect sets in. Another area is whether pairing larger served portion with particular food-cues would work better than either factor alone.

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Ethnic groups' purchase behaviours within a multi-cultural nation

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Abstract:

This research has two objectives: i) to examine the factors affecting ethnic identification, and ii) to ascertain whether these factors influence the purchase behaviour of different ethnicgroups within a multi-cultural nation. Accordingly, this paper discusses some theoretical factors that are likely to determine one's ethnic identification, while taking into consideration whether identity is transferred across generations. Second, it outlines an empirical approach to investigate whether ethnic identification impacts the image of products from the perceived country-of-origin vs. products from the adopted country, and the preference to purchase these products over local alternatives. A quantitative research approach is also proposed to test empirically theoretical links between the perceived identity of several ethnic groups living in Australia (e.g., Italian – Australians, Chinese - Australians) and their purchase behaviour. The anticipated contribution lies in the provision of significant new knowledge, which can inform managerial strategies to successfully market homeland vs. host country products.

Keywords: Ethnic Identification, Purchase Intention, Country Image.

Introduction and Research Aims

In recent years, the presence of ethnic minorities in many countries has continued to increase, and their economic status has consistently improved (Chu, White & Verrelli, 2017). Therefore, understanding ethnic groups' perceptions of their ethnic identities after immigrating to a new country and their purchasing preferences have become a priority for multinational companies and marketers. In order to comprehend ethnic identity, it is essential to ascertain what factors determine ethnic identification, which is best defined as one's social identity, as resulting from various important aspects such as race, ethnic background, religion, language, behaviours and generation (see Cleveland, Papadopoulos & Laroche, 2011).

Scrutiny of the literature reveals that past research (e.g., Chand & Tung, 2011; Laroche et al., 2003) offers a limited empirical appraisal of what factors shape ethnic identification. For example, Hui et al. (1997) presented six indicators to measure ethnicity, making a significant contribution to the conceptualisation of ethnic identity. Yet, the authors overlooked an essential factor in nowadays immigration patterns. Specifically, Hui et al. did not take into consideration the likely effect of one's ethnic identity across generations and focused only on the ethnicity of first generations of migrants, as opposed to comparing first vs. second generations. Nowadays, a great deal of ethnic minorities living in various multi-ethnic areas of the world classifies as a second-generation migrant (Wimmer, 2004). The sheer volume of people born from first-generation migrants (e.g., 21% of the population were second-generation migrant, ABS, 2017) implies that it is significant to investigate whether there are any potential differences in the ethnic identity of these cohorts of people. Furthermore, it is crucial to ascertain the extent to which ethnic identity influences perceptions and consumer behaviour. Hui et al. (1997) made an initial contribution to this aspect, highlighting an unspecified impact of ethnicity on consumer behaviour. However, there are several missing insights likely to have a strong bearing on managerial strategies to effectively market products to large ethnic groups, which represent a substantial portion of the potential target market in many countries. For example, in Australia, 25 per cent of the population was born abroad, 64 per cent were born in non-English-speaking countries, and 19 per cent were at least one parent was born overseas (Department of Immigration and Border Protection, 2014). In particular, Asian-Australians are one of the largest non-European Australian ethnic groups, accounting for about 12 per cent of the country's population (ABS, 2012). As the Australian population continues to diversify, studies of ethnic minorities living in Australia remain scarce (e.g., Anderson, 2016). Thus, in order to meet communicate effectively and make appealing product offers to prominent ethnic groups living in a new country, it is essential to understand: i) which factors shape ethnic identification, including the generational effect; and ii) how these factors impact specific aspects of purchase behaviour - e.g., the image of motherland vs. host country products, and the intention to buy these products. These two aspects constitute the aims of the present study and will be explored through quantitative research (online survey), simultaneously involving various ethnic groups living in Australia. In this capacity, this study is set to contribute to knowledge aimed at identifying and evaluating (empirically) the behaviours of different ethnic groups within the same multi-cultural nation, extending the lens of enquiry that authors such as Laroche et al. (2003) and Chand and Tung (2011) have introduced.

Ethnic identification

Ethnic identification (EI) refers to the integration of ethnicity into an individual's self-concept (Cleveland, Papadopoulos & Laroche, 2011). Specifically, EI has often been considered a functionally symbolic indicator of a particular behaviour (e.g., consumer behaviour, political participation, Taifel, 1981), as it affects social identity in consumers' minds, which in turn ultimately also impacts one's behaviours. As the number of multicultural countries increases and the composition ratio of their people changes, the identity of an ethnic group is getting more and more attention. For example, in a 1954 census, Australia's population consisted of 47.9 per cent of Britons and 48.7 per cent of Europeans. In 2016, the Asian population increased to 27.1 per cent (Simon- Davies, 2018), making it one of the essential consumer groups in Australian. This change suggests that accurately recognising the identity of each ethnic group and understanding their needs provide an opportunity for the multinational corporation to ameliorate their marketing tactics, meeting and exceeding the needs of all types of consumers.

Phinney (1992) highlighted a range of concepts that are related to ethnic identity and that ultimately contribute to an individual's subjective identity. The key contribution of Phinney's (1992) work lies in the position identification of a series of concepts that can measure ethnic identity. He measured an individual's ethnic identity through ethnic behaviour, belonging and achievement and explained the extent of an individual's ethnic identity through this. Nevertheless, Phinney's (1992) study, it has several limitations. For example, a person who has a sense of belonging to an ethnic group can have a sense of belonging to a host country group at the same time. When this is the case, one's identity is difficult to find only in one single ethnicity. Furthermore, the study ignored the impact of generation differences; specifically, differences between first and second generations of racial identities within the same ethnic group. As a result, it is not possible to determine different identities within the same ethnic group. These lacking insights have a strong bearing on managerial strategies to effectively market motherland vs. host country products to large ethnic groups, which often represent a substantial portion of the potential target market in many countries.

In a similar vein, Hui et al. (1997) explored six antecedents of ethnic identity: language use, religion, social interaction, background, spouse's ethnic identity and self- identification. The authors also discussed the impact of ethnicity on consumer behaviour, making an important contribution to knowledge on ethnic identity and consumption. In more detail, the authors studied English Canadians and French Canadians living in Canada and argued that language and self-identification of the six indicators most effectively affected EI formation. Accordingly, they provided an important clue to developing measures for different ethnic groups. Despite this remarkable contribution, Hui et al.'s (1997) research have some limitations. First, it did not take into account likely differences between the first vs. second generation. Therefore, it is difficult to determine whether the six antecedents of EI considered are equally valid for different generations of migrants. Second, the study did not mention the identity of a person who could use both ethnic and national language and only use host country language regardless of ethnicity. To address these issues, the present research will adopt Phinney's (1992) concept of ethnic behaviour and affirmation toward ethnic groups, as well as the language. In doing so, this research will also take into explicit consideration likely differences in EI for first vs. second generations, and the possible difference in EI antecedents The following paragraphs discuss in more detail these concepts.

Language is an essential tool for ethnic minorities to explain their identity and roots, which have a remarkable impact on EI (Hui et al., 1997; Laroche et al., 2003). Specifically, ethnic groups often share strong cultural and historical ties, and the same common cultural traits like mother tongue (Laroche et al., 2003). Moreover, social linguists assume that language is vital in the formation of thought patterns and behavioural reactions because language provides interpretation codes or 'schemas' for organising and expressing the world (Bond, 2017). Kim, Laroche and Lee (1990) found that language use and ethnic homogeneity were reliable measures of the strength of ethnic attributes, and the results of the study have since been used in multidimensional ethnic indices. Liu (2011) pointed out that Chinese Australians who do

business in Australia often do so by using their mother tongue, as a way to preserve close cultural relationships and their cultural identity (see also Bond, 2017). This is in line with Laroche et al.'s (2003) research, which posited that sharing one's mother tongue also implies sharing the same ethnic and cultural identity.

Behavioural manifestations of individuals toward a particular group and culture (Phinney, 1992) are often assumed to be indicative of a person's ethnic identity. In fact, how individuals participate in ethnic communities and celebrate their home country's customary holidays are one of the critical points affecting ethnic identity (Phinney, 1992; Cleveland, Papadopoulos and Laroche, 2011), and vice versa. Moreover, Burke and Stets (2009, p. 118) pointed out that immigrant show behavioural patterns similar to those of their ethnic group. The authors stressed that unity in their ideas and behaviours is a result of the identity of the group and a signal of individuals belonging to the ethnic group.

Affirmation is derived from culture (Svašek, 2010) and implies 'negotiating' one's identity and choosing a sense of belonging in relationships with others. For example, if an individual is proud of the ethnic culture (Simpson et al., 2000), he/she likely has a strong sense of belonging to the ethnic group, and vice versa. Bourdieu (1990) argued that feelings about ethnicity formed by habit could determine the identity of an individual. The author described emotions as an internal history forgotten in the concept of habits and stresses that habits are an unconscious process that begins very early. Anagnostou (2009) also claimed that habitual emotions contribute to ethnic identity, because they influence thinking throughout one's life.

Generational effect refers to the fact that EI may vary from generation to generation. In fact, past research has posited that ethnicity is not static and varies according to ethnic groups or generations (Nwankwo & Lindridge, 1998). For example, the second-generation of Germans living in Australia actively embraces the culture of host countries (Anderson, 2015) and shows a relatively low level of ethnic identity. Unlike the first generation, the second generation of immigrants living in the host country experienced new behaviours and social and cultural norms at the host country's society, schools and workplaces, suggesting that the EI may be lower than the parents' generation. In contrast, the second-generation of Chinese and Korean people are more obsessed with their ethnic ties and with up keeping an active ethnic community (Liu, 2011). According to Wimmer (2004), the second-generation of Switzerland, Italy, and Turkey showed a strong attachment to their home country, similar to the first generation. The author concluded that ethnic culture continued regardless of generation, and interestingly, second-generation also shared a strong sense of homogeneity with the same ethnic culture as their parents' generation.

Linking ethnic identity research and country image research

In the literature, ethnicity has been argued to be a powerful predictor of consumer behaviour and attitudes (see Hui at al., 1997). Therefore, it has become the duty of marketers to identify the characteristics of ethnic groups and the factors that can influence them. In particular, in line with the very essence of EI, it is likely that marketers may assume that specific ethnic minorities may be loyal (or more loyal) only to their motherland products. Therefore, it is plausible to assume that marketers might need to adopt different strategies to appeal to different generations within the same ethnic group. It is also plausible to assume that different marketing strategies would be required when trying to market products from the host country to ethnic minorities in multi-cultural countries like Australia. In fact, some studies highlighted that the EI of certain ethnic groups is likely to be reflected in their purchase behaviour and that this reflection manifests itself as a strong country image effect. For example, Laroche et al. (2003) proved that the image of the motherland products strongly impacted the purchasing behaviour of French Canadians and British Canadians. Specifically, these two ethnic groups revealed strong intentions to purchase home-land products and also had a positive attitude toward products from allied countries such as Hong Kong and Australia. In contrast, Chang and Tung (2011) highlighted that Chinese Canadians' loyalty to their motherland products is typically very strong, while Indian Canadians' loyalty to their motherland is actually relatively low, thus suggesting that different ethnic groups might have different loyalty to their motherland.

Nonetheless, the studies mentioned so far share a number of limitations, which hinder the application of this strand of research to real contexts. First, it is difficult to generalise the results of past studies to all ethnic groups, because the studies mentioned here examined the intent to purchase motherland products for only one or two ethnic groups. Second, past studies did not seem to elaborate on what specific country image elements had a direct impact on the purchasing behaviour of ethnic groups. Finally, only purchase behaviour in relation to motherland products was considered, omitting a much-needed vis-à-vis comparison for purchasing motherland products vs. host-country products. As a result, marketers may face difficulties when trying to identify consumer buying patterns and predictive consumer preferences for each ethnic group living in a host country. Ultimately, these difficulties may inhibit the creation of effective marketing strategies for multicultural societies. To address this issues, the present research explicitly assumes that EI can influence consumer behaviour in relation to choosing motherland vs. host-country products (e.g., in term of purchase intention) and that these theoretical links are also impacted by the country image for the motherland and the host country, respectively. In line with established literature, this research further assumes that a country image comprises the cognitive and affective country image (Martin & Eroglu, 1993; Laroche et al., 2003). In doing so, the present research is also indirectly linked to past research on country-of-origin (COO) effects, which has highlighted that the purchasing behaviour of different ethnic groups often differs (e.g., Chand & Tung, 2011; Laroche et al., 2003).

Proposed Conceptual Model

Summarising what has been discussed so far, past research on ethnic identification has highlighted that race, religion and minority status in host countries determine one's identity (Verkuyten & Martinovic, 2012). Some studies (e.g., Volpone et al., 2018) also linked these factors to one' EI. At the same time, social psychology posits that language can impact one's identity can be determined by the language (Bond, 2017), as it determines preferences in relation to social aspects of one's life (Cleveland, Papadopoulos & Laroche, 2011). However, there is no empirical study that has simultaneously examined all these factors as determinants of EI, nor has past research compared these aspects for several ethnic groups currently living within the same multi-cultural context. Also, past research has neglected the effect of generational differences, i.e. likely dissimilarities between the first vs. second generations within the same ethnic group. These reflections lead to the following research questions:

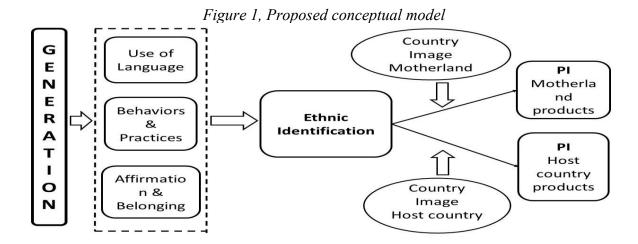
RQ1: What factors shape ethnic identification?

RQ2: Does ethnic identity differ across generations?

Accordingly, the conceptual model that this study introduces theorises ethnic identification as consisting of three key constructs: language (Laroche et al., 2003; Cleveland, Papadopoulos, & Laroche, 2011), behaviours and practices (Volpone et al., 2018; Chu, White & Verrelli, 2017) and affirmation and belonging (Anderson, 2016; Svašek, 2010). These three factors are assumed to be underpinned by the generational effect (first vs. second) and to shape one's

ethnic identity (Cleveland, Papadopoulos & Laroche, 2011). Moreover, since the literature is currently lacking an empirical appraisal of whether one's ethnic identity in multiple-cultural contexts is also likely to influence their purchasing behaviour of motherland vs. host-country products, the present research will also address the following additional research question:

RQ3: Does ethnic identity lead to the intention to purchase homeland products vs. host country products, via country image perceptions?



Proposed Methodology and Context of the Analysis

In order to test the proposed conceptual model (Figure 1), this study will employ an online survey administered to a large sample (N=1,500 ca.) of Australian individuals falling into different ethnic groups living in Australia (e.g., 'Eastern' group including Chinese, Koreans and Indians, and 'Western' group including Germans, Italians and Britons). The survey will be structured in two parts. The first part will measure language use (Cleveland, Papadopoulos, & Laroche, 2011), behaviours and practices that are specific to a certain ethnicity (Phinney, 1992) and perceptions of affirmation and belonging (Anderson, 2016; Svašek, 2010) and generational effect (Nwankwo & Lindridge, 1998). The second part will focus on appraising the motherland vs. host-country cognitive and affective dimensions of country image by Martin and Eroglu (1993). It will also measure purchase intentions for motherland vs. host-country products. The proposed analytical approach is via structural equation modelling (SEM), including duediligence statistical checks for biases.

Anticipated Contribution

This study is set to contribute to marketing knowledge by enhancing the understanding of the factors shaping ethnic identification within a multi-cultural country and their resulting purchasing behaviour. In particular, the proposed empirical study will investigate whether the intentions to purchase motherland vs. host country products differ across generations belonging to the same ethnic group, and depending on the perceived image of motherland vs. host country products. Accordingly, the key theoretical implication of this study is that it will provides a conceptual and empirical 'template' to understand the ties between ethnic identification and purchasing behaviour in multicultural societies countries like Australia. In this capacity, this work will extend the initial intuitions by Hui et al. (1997). From a practical and managerial perspective, this research will translate into a series of managerial guidelines to effectively market products to consumers with dissimilar ethnic background. It will also yield implications for policies and initiatives to support business ventures (import and export strategies) that involve specific ethnic groups; thus, enhancing the understanding and acceptance of ethnic diversity, and improving national competitiveness.

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Cultural values and organic food in India

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Abstract:

Cultural values (CV) play a noteworthy role in the choice making of consumers. The role of CV in organic food (OF) consumption has been neglected in the literature. This paper reports the key findings of moderating effects of six cultural dimensions of Hofstede on the relationship between OF purchase intention (OFPI) and OF purchase behaviour (OFPB): Power distance (PD), Individualism/Collectivism (COL), Masculinity/Femininity (MAS), Uncertainty avoidance (UA), Long/Short-term orientation (LTO), and Indulgence/Restraint (IND). The study was conducted in India, known for its large number of cultural differences. Data from 401 respondents were gathered via online survey and role of culture was analysed through moderation analysis. Results revealed that UA, LTO, and IND had a significant moderating effect of OFPI on OFPB, while PD, COL and MAS did not. This result has implications for OF producers and marketers, as they need to be aware of cultural characteristics when targeting different consumer markets.

Keywords: Cultural dimensions, Organic Food Purchase Intention, Organic Food Purchase Behaviour

Introduction and Research Aim

Cultural values (CV) can encourage or discourage behaviours and attitudes (Berglund & Matti, 2006), and individuals act differently depending upon how intensely they adopt particular CV (Burgess, 1990). In consumer purchase decision making CVs play an important role (Shavitt & Cho, 2016). Culture is especially important to the food context (Eckhardt & Mahi, 2012), which is knotted into cultural ethnicities (Mintz, 1986), as well as means to involve with and retain a cultural identity (Lindridge & Dhillon, 2005). The importance of studying behaviours to new food selections is because of the variations taking place in the cultural systems (Mintz, 1997). Hofstede (2007) defined CV as the relations between people in a society that are based on collective programming of people s thoughts in that society. Hofstede (2011) has proposed six cultural dimensions (6D): Power distance (PD), Individualism/Collectivism (COL), Masculinity/Femininity (MAS), Uncertainty avoidance (UA), Long/Short-term orientation (LTO) and Indulgence/Restraint (IND).

Baptista and Oliveira (2015) explored the moderating effects of five of the six dimensions of Hofstede in the context of mobile banking. The moderating effect of Hofstede's newest cultural dimension (Indulgence vs Restraint) is particularly underresearched, especially in the context of organic food (OF). In fact, the empirical literature on the role of CV on OF purchasing is scarce. Previous literature mainly described issues such as the importance of trust (Nuttavuthisit & Thigersen, 2015); the structuring of traditions for new choices (Eckhardt & Mahi, 2012), and the effect of religion (Mathras, Cohenb, Mandelb, & Micke, 2016). The lack of understanding of the role of culture on OF consumption is problematic in India with its large number of regional and cultural differences (Panda & Gupta, 2004). The present research fills this gap by investigating the moderating effect of all six cultural dimensions on the relationship between consumer s intention to purchase OF (OFPI) and OF purchasing behaviour (OFPB). The present research is part of a larger model of OFPI antecedents and OFBP reported by the authors in Matharu, Von der Heidt, and Sorwar (2018).

A model of cultural dimensions on OFPI and OFPB in India

Each of the six CVs hypothesised to moderate the OFPI-OFPB relationship is presented below. The conceptual model is shown in Fig 1.

India scores 77 on the 6D model in Hofstede and Minkov (2010). This is quite high, and it is believed that Indian students perceive if higher officials purchase OF, subordinates follow their seniors and buy OF. H1: PD moderates OFPI and OFPB in such a manner that the association will be stronger among individuals with high PD CVs. Indians being collectivistic people are more expected to accept new knowledge or service (Hofstede, 1980). It is, therefore, presumed that young Indian buyers are more likely to buy OF due to their collectivistic nature. H2: COL moderates OFPI and OFPB in such a manner that the association will be stronger among individuals with collectivist CVs. Various scholars have substantiated that Indians tend to be masculine (Khan, Pitts, & Williams, 2016). It is, therefore, presumed that young Indians purchase OF being masculine. H3: MAS moderates OFPI and OFPB in such a manner that the association will be stronger among individuals with masculine CVs. Indians being low on UA dimension (Hofstede, 1980) are more relaxed with uncertainty and are more likely to look for innovative solutions, therefore they would prefer OF due to their higher risk-taking and uncertainty acceptance nature. H4: UA moderates OFPI and

OFPB in such a manner that the association will be stronger between individuals with low levels of UA. Indians being high on LTO scores are future-oriented people, and previous research indicates that long-term oriented nations are inclined towards safeguarding the natural

environment (Samarasinghe, 2012), hence interested in buying OF. *H5*: *LTO moderates OFPI and OFPB in such a manner that the association will be stronger among individuals with high LTO CVs.* Hofstede (1980) stated that Indians are high on restraint CV. A restrained society may be willing to give up their pleasures for the sake of environment-friendly behaviours (Shi & Veenstra, 2015) such as buying OF. *H6*: *IND moderates OFPI and OFPB in such a manner that the association will be stronger among individuals in restraint-oriented cultures.*

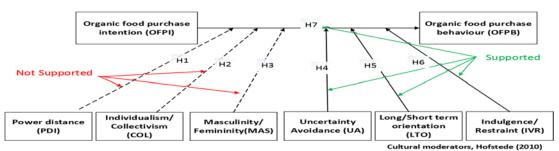


Fig. 1 Model of cultural dimensions on OFPI and OFPB Method and Analysis

Data from students of Indian universities and colleges were collected in a structured online survey, which used validated scales amended for Indian buyers. 401 complete responses were analysed through moderation analysis using the PROCESS tool developed by Hayes (2013). This tool uses high and low levels as 1 SD (Standard deviation) above (+1 SD) and below (-1 SD) the mean value of the moderator (Field, 2013), aka conditional effects or simple slopes analysis (Aiken, West, & Reno, 1991).

Results and Discussion

Moderating effect is presented by a non-significant interaction effect, indicating that the relationship among OFPI and OFPB is not moderated by PD, COL and MAS. Moderation is indicated by a significant positive interaction effect, indicating that the relationship between OFPI and OFPB is moderated by UA, LTO and IND. The nonsignificant finding of PD may reflect a current transformation from high PD to low PD values in Indian society (Rizvi, 2015). For COL, young Indians who tend to be collectivistic may follow their friends, who may not be interested in environmental behaviours, hence provides non-significant results. The non-significant finding of MAS may be because Indian society gradually shifting to feminine CV (Ganesh & Ganesh, 2014). Finally, OFPI significantly influences OFPB. Hence, H4, H5, H6 and H7 were supported and H1, H2, and H3 not supported in this study.

Implications for Theory and Practice

Moderation analysis extends our knowledge of the CVs prevalent in contemporary Indian society. Baptista and Oliveira (2015) explored the moderating effects of only five dimensions of Hofstede; therefore, this research extends the knowledge by adding a sixth new dimension of Hofstede, namely IND on the OFPI-OFPB relationship. OF producers and farmers might appeal more strongly to the values in cultural indulgence (rather than restraint) that may positively stimulate young Indian students OF purchasing behaviours.

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How expressing our identity influences sustainable behaviours

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Abstract:

Research in consumer psychology suggests that factors related to the "identity" of individuals—that is, an internal and mental representation of individuals' selves—are important in affecting attitudes and behavioural intentions (Mannetti, Pierro, & Livi, 2004; Whitmarsh & O'Neil, 2010). In addition, consumers are looking for ways to express their personal identity through different consumption acts and decisions. However, the author argues that allowing consumers to express their identity can weaken their future intentions to perform pro-environmental behaviours. Drawing on the self-expression satiation (Cherney, Hamilton, & Gal, 2011) suggesting that individuals' need for self-expression through brands is limited and can be excessively satisfied, the author further suggests that people's general desire for self-expression can be satiated, thus weakening intentions to perform sustainable behaviours. Using four experiments, this research demonstrates that self-expression saturation can lead to a negative spill over effect causing less environmentally responsible decisions in the future.

Keywords: Sustainability, Identity, Licensing

Introduction and Research Aim

Sustainability has become a movement with tremendous influence in the way organizations design their strategies (Griskevicius, Tybur, & Van den Bergh, 2010). Given the detrimental effects of pollution and overuse of non-renewable resources, marketers can play an important role by creating messages that are effective both in educating and persuading individuals to take on a more pro-environment mode of behaviour. The focal point of academic research has been to bring a broader understanding of environmentally responsible consumption and behaviour (Catlin & Wang, 2013; Webb, Mohr, & Harris, 2008; White & Simpson, 2013). Nowadays, the idea that identity is important in the area of pro-environmental behaviours had led many organizations, governments and companies to concentrate their efforts on self-expression and identity-related messages. The aim of this research is to investigate the impact of identity satiation on intentions to perform sustainable behaviours.

Background and/or Conceptual Model

Research in consumer psychology suggests that factors related to the "identity" of individuals—that is, an internal and mental representation of individuals' selves—are important in affecting attitudes and behavioural intentions (Mannetti, Pierro, & Livi, 2004; Whitmarsh & O'Neil, 2010). Consequently, identity and self-congruity with the typical performer of pro-environmental behaviours represent a crucial predictor of pro-environmental behaviours (Nolan, Schultz, Cialdini, Goldstein, & Griskevicius, 2008; Sparks & Shepherd, 1992; Whitmarsh & O'Neil, 2010). Thus, self-expressive and identity-related appeals are often really effective in encouraging consumers to engage in sustainable behaviours (White & Simpson, 2013).

However, the author argues that allowing consumers to express their identity can weaken their future intentions to perform pro-environmental behaviours. Drawing on the self-expression satiation (Chernev, Hamilton, & Gal, 2011) suggesting that individuals' need for selfexpression through brands is limited and can be excessively satisfied, the author further suggests that people's general desire for self-expression can be satiated, thus weakening intentions to perform sustainable behaviours. For example, an individual who expresses its identity through brand choices may not feel inclined to express it later and make less sustainable decisions (e.g. choosing a disposable coffee cup). In this project, the author considers that self-expression options can have an impact on consumer's future intention to perform an environmentally responsible behaviour and propose that there may be unintentional undesirable effects of self-expression on sustainability. A negative spill over can take place when a former sustainable responsible choice can license less favourable options in a succeeding choice (Catlin & Wang, 2013; Khan & Dhar, 2006). In this case, a prior selfexpressive situation can lead to less environmentally responsible intention or behaviour in the future. Moreover, by having the occasion to express their identity first, individuals are less worried about the congruence with their identity and intent to act in a less sustainable way. These results are particularly true for individuals who have a strong environmental identity.

Methodology

Four experiments were conducted to test these propositions and examined how previous identity saturation in self-expressive situation can cause a licensing effect and reduce intention to perform environmentally sustainable behaviours. Several manipulations of self-expression were done in different fictitious and real sustainable behaviours to achieve the research goals.

Results and/or Discussion and Contributions

First, two experiments further verified this self-expression saturation. In Experiment 1A

(N=97), participants rated their intentions to perform a fictitious behaviour (i.e. buying local and organic products) after being assigned to a high versus a low self-expression condition. After asking questions about their sustainable identity, participants were randomly assigned to a condition where they had to express how sustainability is important to them and explain a moment where this identity was particularly relevant to them, while other subjects were assigned to a filler task. Participants in the high self-expression condition indicated lower intentions to perform the sustainable behaviour (M = 5.27) compared to people in low selfexpression condition (M = 6.17). Moreover, Experiment 1B (N=104) demonstrates the same satiation effect, but this time on actual behaviour (i.e. choosing a reusable mug versus disposable cup). People who were in the high self-expression condition (vs. low) chose the less sustainable option (High = 48%, Low: 68.5%; $\chi^2(1)$ =4.51, p<.05).

Experiment 2 (N=119) tested whether expressing themselves in domains unrelated to identity could lead to similar results. Respondents assigned to the first scenario were asked to think of aspects that were personally very important to them (e.g. sports, hobbies, brands) and to list up to four elements they considered the most relevant in each category (high self-expression condition). In contrast, respondents in the low self-expression condition were given an unrelated filler task that did not involve the description of any self-expressive and personal information. Finally, participants reported their intentions to perform a sustainable behaviour. As expected, people who were in the high self-expression condition (vs. low) demonstrated weaker intentions to perform the pro-environmental behaviour (F(1, 118) = 7.08, p < 0.01). In addition, results revealed a significant interaction between self-expression condition and environmental identity (F(1, 118) = 4.79, p < 0.05). The simple effects reveal that participants who had a stronger environmental identity had weaker behavioural intentions after expressing their identity (vs. low self-expression) ($M_{high} = 5.51$ vs. $M_{low} = 6.52$; F(1, 118) = 5.25, p<0.001). Conversely, participants with a lower environmental identity showed no difference in behavioural intentions depending on the self-expression condition (M_{high} = 4.96 vs. $M_{10W} = 5.03$; F(1, 118) = .23, p > .80).

Study 3 (N=151) examined the message appeals supporting the self-expressive purpose using a 2 (message appeal: self-expressive vs. self-benefit) x 2 (self-expression: high vs. low) between subjects design. The message appeal and the future behavioural intentions were related to grasscycling. Results reveal that behavioural intentions were higher for the self-expressive appeal in the low self-expressive condition (M=5.68). However, under high self-expression, the self-expressive appeal led to significantly lower intention to perform the environmental behaviour (M=4.21). No difference was found in the self-benefit condition (Mhigh=5.02 vs. $M_{low} = 5.13$; F(1, 150) = 1.28, n.s.).

Implications for Theory and Practice

Taken together, this research reveals the theoretically meaningful role of self-expression satiation in shaping consumers' intention to perform environmentally responsible behaviours and offers new insights for marketers to understand the role of self-expression more effectively. In conclusion, the primary focus of this research is to expand the knowledge on sustainability and demonstrate that self-expression represents a key concept in the development of those sustainable decisions. The present results demonstrate that self-expression saturation can lead to a negative spill over effect causing less environmentally responsible decisions in the future.

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Memory and brand recall role in experiences

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Abstract:

The affective customer experience (aCX) is a crucial concept that advances the discussion on the motivations of consumers' consumption behaviour. The current paradigm of customer experience states that customers obtain value from the affective responses produced from the interaction with the firms' brands. However, the dimension of CX memory as a dimension that forms part of aCX has been under-researched. The present study examines the influence of CX memory on aCX and the moderation effect of brand recall. The analysis was performed using PLS-SEM method. The results indicate that CX memory accounts for one-third of the aCX variance (R2 = .327) and the moderation effect of brand recall is also discussed. The findings suggest that CX memory is a dimension that enhances the understanding of how aCX is formed. Also, CX memory can be helpful for marketing managers to enhance experience analyses.

Keywords: customer experience memory.

Introduction and Research Aim

The affective customer experience (aCX) has become the focus of most major companies as it has been identified its influence on growth and differentiation (Pine & Gilmore, 2016). Therefore, the marketing efforts of firms centre into creating and managing great experiences in order to increase the positive effect on other marketing concepts such as customer satisfaction and loyalty, and the overall performance of the company (Lemon & Verhoef, 2016; Schmitt & Zarantonello, 2015).

The phenomenon of experience itself is complex. For instance, experiences can be approached from a "present" perspective (i.e. mental responses that occur in a moment of time during the interaction with a firm) or from a "past" perspective (i.e. memories). Therefore, despite the number of articles on customer experience "marketing research on experience is still relatively underdeveloped" (Schmitt & Zarantonello, 2015, p. 26). Thus, there is an opportunity to develop research through the identification of antecedents, drivers, and consequences of customer experience (Lemon & Verhoef, 2016).

Early definitions of aCX mentioned the ability of the brand (i.e. the mental image of a product or service in the customer mindset) to make an impression on the customer's mind (Pine & Gilmore, 1998; Carbone & Haeckel, 1994). Memories formed during the encounter of the customer with the firm can influence the future engagement of the customer with the brand (Papagiannidis et al., 2013; LaTour & Carbone, 2014). However, although some authors addressed the importance of memory as a salient feature of aCX (Oh, Fiore, & Jeoung, 2007; Verhoef et al., 2009; van Doorn & Verhoef, 2008), few conceptual models had included memory as a dimension.

The role of brand recall (BR), or the ability to retrieve a brand, is an important element in the memory-based decision-making process of customers (Nedungadi, Prakash, Chattopadhyay, Amitava, & Muthukrishnan, 2001). In other words, the recall of the brand enhances the recall of an experience. However, it is not clear the role of brand recall as a part of the relationship between CX memory and aCX.

The aim of this study is:

To test the influence of CX memory as a relevant dimension of aCX, as well as the moderation effect of brand recall.

Two research questions are addressed:

RQ1: What is the influence of CX memories in the perception of aCX?

RQ2: Can brands enhance the influence of CX memories on CX?

The theme of the conference invites academics to discuss change. aCX is a relevant subject that is shaping the marketing landscape of several companies. Therefore, it is necessary to explore the concept of aCX more profusely to identify the role of different dimensions that can transform the experiences of customers. Memory is one of the dimensions that is directly related to the experience phenomenon but that has not received the adequate attention. Also, an important variable is brand recall, as it is relevant in the decision-making process. The study aims to extend the understanding of aCX and provide marketing managers with insights to provide their customers "memorable" experiences and strengthen their brand strategy.

Background and/or Conceptual Model

Pine and Gilmore (1998, 2016) suggested that a primary objective of customer experiences was to create memories throughout the participation of the customer and the environment of the firm. Even more, studies in tourism and marketing suggested that memories are a crucial element in the prediction of affective experiences (Oh, et al., 2007). In other words, the impression left in the customer's mind after interacting with the brand results in an improvement of the perception of the experience (LaTour & Carbone, 2014) and the creation of positive emotions, attitudes, and beliefs with the brand (Campos, Mendes, Oom do Valle, & Scott, 2016; Yang, Liu, & Li, 2015). Brand recall is a relevant concept to understand brands as cues to retrieve memories (Nedungadi et al., 2001). Therefore, it is relevant to understand the role of brand recall. Despite the crucial role that memories have as a dimension of aCX, little has been studied. Therefore, the CXM Model (Customer Experience Memory Model) is developed to test the influence of CX memory (i.e. independent variable) on aCX (i.e. dependent variable) and the moderation effect of brand recall.

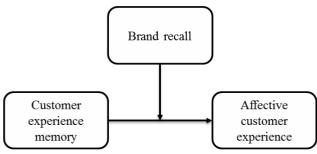


Figure 1. CXM Model

Methodology

The CXM Model was analysed using a PLS-SEM method. The sample was integrated using a random sampling method, and data were collected throughout an online self-reported survey. The CX memory scale was adapted from Smith, Chen, and Yang (2008) advertisement memorability scale ($\alpha = .89$). The aCX scale was adapted from a combination of Huang and Chen (2018) online CX context scale ($\alpha = .89$) and Deshwal and Bhuyan (2018) offline CX context scale ($\alpha = .92$). The brand recall was measured by asking to recall the brand freely and describe the experience with the brand (Nedungadi et al. 2001; Finn, 1992).

Results and/or Discussion and Contributions

The results confirmed that CX memory is a significant factor to explain one-third of the aCX variance (R2 = .327). The moderation effect of brand recall is further discussed. Memory is a relevant dimension that can predict satisfactory experiences between customers and firms, and the role of brands is relevant to this relationship. The results suggest that CX memory is a relevant scale that can be used to improve aCX analysis and is suggested to be developed further.

Implications for Theory and Practice

Companies are increasing their interest in delivering better experiences to their customers, as the business performance is linked intrinsically with aCX. Therefore, it is necessary to study several dimensions that influence the perception of aCX. The study found a significant influence of CX memory on aCX. In this way, marketing theory is extended, including the memory produced by experiences as a relevant dimension in the creation of aCX. Finally, marketing managers are provided with insights to include CX memory as a factor in the analysis of the aCX of their brands.

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Political ideology's relation to consumer privacy expectations

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Abstract:

While political values are a core factor for understanding consumers' privacy norms, scant work to date has incorporated measures of consumers' political orientation in studies of privacy behaviour, and none has specifically examined this relationship in depth. Drawing on a social contract approach to privacy, this paper reports on two initial exploratory studies exploring how consumers' political ideologies are related to their expectations of organizations' collection and management of their personal information. Our findings from these exploratory studies highlight sharp differences in liberals' and conservatives' view of organizations' role as stewards of consumer data, with liberals' placing more emphasis on organizations' responsibility to protect information from unauthorised uses.

Keywords: privacy, political ideology, social contract

Data privacy is an increasingly complex issue for marketers, with serious ramifications for customer-firm relationships. Marketing scholars have characterised consumers' information exchanges with organizations as creating an implied social contract, wherein consumers relinquish privacy, their control over access, use, and dissemination of their personal information, in exchange for perceived benefits (Culnan & Armstrong, 1999). This implied social contract would be breached through an organization engaging in improper actions such as fraudulent collection and/or misuse of consumer's data (Milne & Gordon, 1993). Researchers such as Martin (2016, 2012) have reframed social contracts for privacy through a contextually dependent normative lens, wherein the social contract constitutes an unwritten agreement about rules governing organizations' collection, use, access and transmission of consumers' information. This perspective places greater focus on organizations' obligation to proactively satisfy consumers' privacy expectations within a dynamic environment. While research has explored how data breaches and other violations of privacy expectations impact on customer trust and retention (e.g. Janakiraman et al., 2018; Martin, 2018; Martin et al., 2017), factors impacting the formation of consumers' normative privacy expectations and their sensitivity to different kinds of violations are underexplored in the literature. In particular, while Nissenbaum (2009, p.128) argues privacy norms should be judged based on meeting "fundamental social, political, and moral values", no study has yet explored in depth the relationship between consumers' individual political beliefs and their normative privacy values. We therefore aim to address this conspicuous gap, and provide insights into this important relationship. In line with this aim, we explore the following research questions:

RQ1: Do consumers' political ideologies influence their privacy expectations of organizations as manifested in their social contracts for privacy?

RQ2: Do consumers with liberal and conservative ideologies differ in their sensitivity to different violations of their social contracts for privacy?

Background

Political ideology is a set of beliefs about the proper order of society and how it can be achieved (Jost, Federico, & Napier, 2009). Consumers with different political ideologies differ in their existential, epistemic, and relational needs (Jost, Glaser, Kruglanski, & Sulloway, 2003), as a result of ideological asymmetries in motivated social cognition. As such, consumers' political beliefs are predictive of behaviours not explicitly politically related. We anticipate liberals to be more concerned than conservatives about privacy. The social contract perspective of privacy hinges on consumers' expectations of and sensitivity to organizations' privacy violations. Conservatism is associated with system justification (Jost & Banaji, 1994). Individuals with high system justification tend to perceive injustice and unfairness as inevitable, and as a coping mechanism believe their suffering is fair and inevitable so as to maintain their positive selves (Jost, Banaji, & Nosek, 2004). We argue this ideological difference leads conservatives, in comparison to liberals, to have reduced expectations for privacy. This would be reflected in social contracts for privacy which place less restrictive rules on organizations' collection, use, access and transmission of information.

Methodology

To test firstly whether political ideology is related to dimensions of privacy concern, we conducted a survey with 265 (76% female, $M_{\text{age bracket}} = 18-24$) University of Sydney students. The survey instrument combined Karson (2002)'s adaption for online environments of Smith et al.'s (1996) privacy concern scale, together with Azevedo et al. (2019)'s issue-specific operational political ideology measures. Following this initial exploratory study, we then sought to examine how conservatives and liberals differed in their reactions to violations of the

social contract for privacy by an organization. We adopted a 2 (political leaning: conservative vs. liberal) by 2 (political dimension: economic vs. social) between-subjects online experimental design, with 251 University of Sydney students (N = 251, 74.9% female, $M_{age} =$ 22) each exposed to a scenario adapted from published news describing actions taken by a major multinational online retailer. Subjects then completed the same political ideology measures from study 1 alongside attitudinal measures towards the organization.

Results and Discussion

Results from study 1 show support for our main prediction that consumers' political beliefs are associated with their privacy concerns. A correlational analysis showed liberals report greater concern than conservatives for unauthorized use of personal information (r = -.139, p = .024), time and effort to prevent unauthorized access to personal information (r = -.131, p = .033), protection against unauthorized usage regardless of costs (r = -.159, p = .009), steps taken to prevent unauthorized access to personal information (r = -.112, p = .068), and collection of too much personal information (r = -.125, p = .042). These statistical relationships remained unchanged when additional demographics were included as control variables.

In study 2, consistent with our prediction, a regression analysis showed liberal ideology to be associated with a negative attitude towards the firm when the consumer is informed the company has compromised consumers' data privacy (B = .140, t[249] = 2.224, p = .027). Importantly, the effect of political ideology on attitude toward the firm was not moderated by perceived political leanings of the company, suggesting ideological influences on privacy decisions are independent of any ideological favouritism. Additionally, there was no three-way interaction when this political dimension manipulation was added to the model (p = .310). Notably, we find across studies 1 and 2 that differences in liberals' and conservatives' sensitivities to violations of the social contract for privacy are focused around issues relating to organizations' safeguarding and usage of personal data. Consistent with expectations conservatives' social contracts for privacy are less restrictive on organization, we find liberals are more concerned than conservatives in their social contracts for privacy of whether organizations are capable of safeguarding personal information.

Implications for Theory and Practice

Our findings suggest political ideology plays an important role for an understanding of the social contract for privacy. Past literature on consumer privacy has focused at an individual level, with a transactional view of the microsocial contracts between organizations and individual consumer stakeholders. Our findings however would suggest political ideology is strongly relevant for an understanding of the *macro*social contracts between organizations and their broader societal stakeholders. Specifically, our findings show liberals and conservatives differ in terms of both the strength of their expectations of organizations' obligations as responsible custodians of consumer data, and in the strength of their attitudinal response to organizational violations of these expectations. While further research will be needed to explore in depth how these differences impact in the strength and nature of consumer responses to breaches of the social contract, these findings suggest liberal consumers may be more likely to engage in negative responses to privacy failures. Organizations seeking to allay consumer privacy concern or mitigate backlash from privacy failures should focus on proactive efforts to safeguard consumer data in their possession, and communicating these efforts to consumers.

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Variety seeking in resource allocations

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Abstract:

When people allocate resources (e.g. money or time) among multiple options, what factors affect their decisions? This research shows that different allocation methods can lead them to choose more or less various options. Two resource allocation methods were examined: aggregated allocation whereby the decision maker allocates all resources among multiple options in one step, and segregated allocation whereby the decision maker treat the total resources as a sum of multiple unit amounts and allocate each unit amount to different options in multiple steps. Five experiments find that segregated allocations lead people to choose more various options than aggregated allocations, and that the effect is driven by the differential decision focus of the two allocation methods.

Keywords: decision-making, variety-seeking, resource allocation

Individuals and organizations often need to allocate resources among multiple target options. For example, a traveler may allocate limited time to different tourist attractions, an investor may allocate his savings among a list of stocks, a company may assign skilled employees to different tasks, and a government may allocate funding to various infrastructure projects. To ensure better usage of the limited resources, decision makers often need to carefully consider factors such as fairness (Moore, 2009), opportunity cost (Northcraft & Neale, 1986), and grouping of options (Fox, Ratner, & Lieb, 2005), to name a few. Another factor that might affect resource allocation outcome is the allocation method. This research compares two allocation methods: (1) the decision maker allocates total resources to multiple target options in one composite decision (aggregated allocation); and (2) the decision maker allocates predivided unit amount of total resources to options in repeated decisions (segregated allocation). To illustrate, consider a decision of investing \$5,000 dollars to bonds that are sold in \$1,000 increments (i.e., the minimal allocation unit is \$1,000). In the aggregated allocation method, an investor decides which bonds to buy and how much money to allocate to each chosen bond. In the segregated allocation method, the investor decides which bond to choose for the first \$1,000, and then decides which bond to choose for the second \$1,000, and repeats this procedure until s/he finishes all \$5,000. This research shows that the two seemingly equivalent allocation methods can result in different allocation results. Specifically, people seek greater variety when following segregated than aggregated allocation method.

Background and Conceptual Model

Variety seeking, an individual's propensity to diversify choices, is a robust decision heuristic (see Kahn, 1995; 1998 for a review). Variety seeking can be explained by various psychological needs such as the need for novelty, change, and stimulation (Raju 1980). It also serves as a handy tool to deal with uncertainty about future preferences (Kahn and Lehmann 1991; Pessemier 1978), anticipated or experienced satiation (McAlister 1982; Read and Lowenstein 1995). But how will allocation procedure affects variety seeking tendency?

We suggest that in aggregated allocation, the decision maker needs to assign resources to multiple target options displayed next to each other usually in a role or column, such that the total allocated amounts commensurate the total resources available. This allocation method highlights the respective amounts received by individual target options and facilitates direct comparison across targets. The decision maker can conveniently compare across the targets to determine which target(s) deserve(s) more resources. If necessary, s/he can also move resources among targets so that the allocation matches with the resources the option deserves. Consider again an investor allocating \$5,000 to five bonds. The investor needs to decide which bonds to choose and how much money to invest in each chosen bond. To do so, s/he may tentatively allocate resources to options, and then move more resources to the bond with a greater earning potential, reduce allocation down to zero for the less preferred ones if needed. Such a process makes the allocation more concentrated on the more deserving targets, and consequently reduces the number of targets that receives allocations.

In segregated allocations, however, the total resource is pre-divided into a few units, and for each unit of resource, the decision maker only needs to choose one target to receive the allocation. Once the current unit of resources is assigned, the decision maker will proceed to the next unit of resources and pick another (same or different) target. This procedure repeats multiple times until total resources are allocated. Such a decision process will lead the decision maker to focus on one target at a time without a direct comparison across targets. As a result, if a target has already been chosen previously, the decision maker is more likely to "move on"

and choose a new target this time. Therefore, we propose that compared to the aggregated allocation method, the segregated allocation method will result in greater variety-seeking.

Methodology and Results

In Study 1, participants (N= 245) allocated an imagined lucky draw prize of \$3,000 among six expense categories (food, travel, electronic products, clothing items, sports, and entertainment). All participants were told that the allocation amount had to be multiples of \$500 (including \$0) and the total must sum up to \$3,000. In the aggregated allocation condition, six expense categories were aligned on the left-hand side of the computer screen with each category occupied a separate line. The participants filled in the amount each category would receive in a box on the right-hand side of the screen. If the total allocated number was not \$3000, participants would be asked to revise their allocation until the total equaled \$3000. In the segregated allocation condition, participants first read, "Which category will you choose to assign the first \$500?" They picked one of six categories shown on the screen. They repeated the procedure six times until all \$3000 were allocated. As expected, participants in the segregated condition chose more categories to allocate resources (M = 5.63) compared to participants in the aggregated condition (M = 3.95, t (243) = 12.807, p < 0001).

In Study 2, 94 participants were each given a fixed amount of money and asked to make real donations to five charity projects following an aggregated or segregated allocation procedure. Replicating our findings, participants in the segregation condition donated to more charity projects (M = 4.25) than those in the aggregation condition (M = 3.22, p < .0001).

To further test our theory, we examined the allocation procedure effect in three different settings. First, we held constant the total resources (\$10,000) but manipulated the number of target options (2, 5, or 10 target stocks; Study 3). Second, we held constant the number of allocation targets but manipulated the size of unit allocation amount (\$200, \$500, \$100; Study 4). Finally, we manipulated the presence or absence of information pointing to a specific option as deserving more resource allocation than other options (Study 5). In all three studies, we replicated the allocation procedure effect. In addition, we found that people making aggregated (vs. segregated) allocations were less susceptible to naive diversification bias (Study 3), more sensitive to the size of unit allocation amount (Study 4), and are more likely to concentrate resource in the more deserving options. Conversely, those who made segregated allocations sought high level of variety regardless of the situation.

Discussion and Implications for Theory and Practice

This research shows that the procedure people follows to allocate resources can drastically change their decision focus and consequently the level of variety they seek. Our findings suggest that aggregated allocation leads people to favor the more deserving options whereas segregated allocation promotes greater variety seeking. Decision makers should be wary of this general tendency and match decision tasks with the appropriate allocation methods to foster their respective strengths. In situations where equity (equality) is emphasized, an aggregated (segregated) allocation might be a better method to adopt. In real-world practices, people often simplify the decision task by dividing the resource into unit amounts and then make separate allocation decisions for each part. Our findings suggest that such a strategy might lead to overdiversification, as people tend to overlook the sufficiency of the resource received by each option. Thus, decision makers should also be wary of the potential pitfalls of allocation procedure method effect, and adjust their decisions in order to achieve better allocation outcomes.

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How others' tech use makes consumers 😥



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Abstract:

This research explores how the personal use of technology in public spaces impinges upon the personal space of others who are incidentally exposed to this use. For instance, how does overhearing a person having a conversation on a mobile phone impact an incidental listener? Building from the literatures on technology usage and personal space, we anticipate that technology facilitates a sense of intrusion to a consumer's personal space. We further argue that this intrusion is qualitatively different than similar intrusions without technology, such as overhearing an in-person conversation between two people. This technological intrusion on the target consumer's space should, in turn, lead to changes in their subsequent consumption patterns. More specifically, we predict that the target consumer will make different acquisition choices relating to technology in order to restore balance after this intrusion.

Keywords: technology, crowding, choice

Past research on the personal use of mobile technology (e.g. mobile phone) finds multiple negative outcomes for the user, including distraction while driving (Drews et al. 2008) and walking (Hyman et al. 2010), and increased purchasing while shopping (Grewal et al. 2018). However, within marketing, little to no empirical research has examined how exposure to another person using mobile technologies impacts on those surrounding the user, rather than examining the user themselves. This is despite the fact that issues arising from mobile technology use are so prevalent that there are an increasing number of articles describing how to adhere to mobile etiquette (e.g. Goudreau 2011).

Of the small body of extant research in this area, some work indicates that even the mere visible presence of a mobile phone can decrease the quality of dyadic interactions (Misra et al. 2014; Przybylski & Weinstein 2012). Despite this powerful effect of technological exposure, to date research in marketing has failed to explore consumer-related outcomes associated with exposure to mobile technology use. For instance, how does overhearing a phone conversation impact the consumption choices of the person overhearing it?

We draw from research examining personal space and crowding to answer this question. This literature finds that feeling crowded is generally aversive (Huang, Huang & Wyer 2018) and can induce social withdrawal and avoidance (Harrell, Hutt & Anderson 1980; Puzakova & Kwak 2017). In line with this, we argue that exposure to others' mobile technology use creates an intrusion similar to crowding, and since this is aversive to consumers, this exposure motivates self-protective (avoidant) purchasing behaviour as a means of coping. In particular, we anticipate that consumers will subsequently prefer and select technological product options that are able to protect them from future intrusions (e.g., noise-cancelling headphones) as compared to ones that do not (e.g., a Bluetooth speaker).

Furthermore, past research on mobile phone usage finds that having a mobile conversation is more distracting to the user than having a face-to-face conversation (Drews et al. 2008) or listening to music (Hyman et al. 2010). Building on this, we predict that exposure to personal mobile technology in a public space is more intrusive than exposure to face-to-face personal conversations. As such, consumers exposed to mobile phone conversations should be more likely to prefer products that protect them from future intrusions, whereas consumers exposed to face-to-face conversations should not.

In sum, we propose that as a consumer's personal space becomes infringed upon by the mobile technology use of others, this intrusion leads to discomfort and social withdrawal with which consumers must cope. As a means of coping, consumers will subsequently prefer and select self-protective products pertaining to technology.

Methodology

We propose to use a series of experiments to investigate the issues outlined above. To date, we have completed two pre-tests to develop materials for the main battery of experiments. The main experiments will all be run through major online panels (e.g., Amazon's Mechanical Turk or Prolific Academic) in 2019, so as to be presented at the ANZMAC 2019 conference. All experiments will use guided scenarios augmented by images and sound recordings.

Experiment 1 is designed to assess the main effect of incident exposure to mobile technology use on consumers' subsequent choices. In particular, using a 3-condition between-subjects design, we will contrast being exposed to a person having a verbal mobile phone conversation

versus exposure to the same person texting versus exposure to the same person standing without using technology. We anticipate differences between conditions such that overhearing a mobile phone conversation will lead to greater preference for noise-cancelling headphones as compared to a Bluetooth speaker, relative to those exposed to a person texting or standing silently. Those exposed to texting should similarly have a greater preference for the headphones as compared to those exposed to a person standing silently. This is because noise-cancelling headphones serve a self-protecting function against encroachment, whereas a Bluetooth speaker does the opposite.

Experiment 2 will be a 3-condition (mobile conversation vs. in-person conversation vs. silence) between-subjects design. This experiment is designed to demonstrate that technological intrusion is a unique form of distraction (Drews et al. 2008), and thus will uniquely predict self-protective subsequent consumption choices (i.e., choosing noise-cancelling headphones over a Bluetooth speaker), relative to overhearing an in-personal conversation or no conversation, which should not produce the same effect. We will also use this experiment to test our mediator by measuring participants' desire for social withdrawal (Puzakova & Kwak 2017; Vohs, Mead & Goode 2006).

Experiment 3 will be used to examine an important moderator for our predicted effects. In particular, we anticipate that the use of personal technology in public spaces does not constitute an intrusion to personal space when this behaviour is normative. A norm in this instance exists when the majority of users in a space are engaging in the behaviour simultaneously (Goldstein, Cialdini & Griskevicius 2008). To test this predication, we will use a 2 (technology use: yes vs. no) by 2 (users: single vs. multiple) between subjects-design. As in the prior experiments, participants will read a scenario in which they are incidentally exposed to either one person having a personal mobile phone conversation, or many people all having such conversations (versus one person or many people all not using technology). We expect to replicate our prior results when participants are exposed to a single person using mobile technology. However, when the majority of others in the social setting are engaging in this behaviour, this behaviour should become normative, and the target consumer should adopt this behaviour as well (Goldstein et al. 2008). As such, we anticipate that in this condition, participants will not make self-protective choices but will instead select options which constitute an encroachment on others (i.e., the Bluetooth speaker).

Contributions and Implications

The current research predicts that exposure to others' technology use in public spaces encroaches on the personal space of those surrounding the user; this, in turn, will impact consumers' subsequent choices with regard to technology. This research advances our understanding for how technology influences the way in which consumers make choices, and in so doing contributes to the literatures on crowding (Huang et al. 2018; Puzakova and Kwak 2017) and technology use (Drews et al. 2008; Hyman et al. 2010).

From a practical standpoint, this work has implications for consumer well-being and for policymakers. Notably, there are already in trains with "silent" cars in which mobile phone usage is prohibited. The present research indicates that such bans may be useful more broadly in public spaces, including busses and shared spaces like elevators. Consumers would benefit from this in terms of their sense of intrusion and (dis)comfort, and with regard to their need to cope and protect the self.

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Materialism and trade-offs for money

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Abstract:

This study examines the relationships between three dimensions of materialism and trade-offs for time and money. Materialism is often equated with a desire for money, even at the expense of more intrinsic pursuits. A representative survey among 3,496 Dutch adults examined the relationships between materialism and trade-offs between leisure time and income, and job fulfilment and income. It finds that people high in overall materialism are not more willing to trade-off leisure time for income, but are more willing to trade-off both job fulfilment for income. Importantly, this effect differs between three dimensions of materialism. Specifically, the effect is reversed for the dimension acquisition centrality, which is more intrinsically oriented. This study demonstrates the multidimensional nature of materialism, and crucially, that materialism is not merely the desire for money.

Keywords: Materialism, Money Trade-offs

Materialism is a consumer value that has become increasingly prevalent over recent generations (Twenge & Kasser, 2013). It is typically assumed that materialistic consumers aim to enhance their standard of living, even if at the expense of other, more intrinsic, needs (Kasser, 2002). This prioritisation of extrinsic over intrinsic needs is associated with reduced subjective well-being (Dittmar, Bond, Hurst, & Kasser, 2014; Kasser & Ryan, 1996).

Materialism is generally treated as a unidimensional construct. However, recent research has shown increased interest in the different dimensions of materialism, and their antecedents and consequences (Jaspers & Pieters, 2016; Pieters, 2013; Shrum et al., 2014). The most well-known conceptualisation of materialism distinguishes three dimensions: acquisition as the pursuit of happiness, possession-defined success, and acquisition centrality (Richins & Dawson, 1992). These dimensions have been shown to have differential relationships with loneliness (Pieters, 2013), age (Jaspers & Pieters, 2016), and subjective well-being (Roberts & Clement, 2007). This research examines the effect of materialism on trade-offs for money. It looks at overall materialism, as well as its three dimensions.

The aim of this study is:

To examine the relationships between materialism dimensions and trade-offs for money.

We address two research questions in line with this aim:

RQ1: How do materialism dimensions influence trade-offs between leisure time and money?

RQ2: How do materialism dimensions influence trade-offs between job fulfilment and money?

Background and/or Conceptual Model

Materialism is defined as a consumer value that reflects "the importance a person places on possessions and their acquisition as a necessary or desirable form of conduct to reach desired end states, including happiness" (Richins and Dawson 1992, p. 307). It comprises three dimensions: (1) acquisition as the pursuit of happiness, which describes the belief that possessions are essential to satisfaction in life; (2) possession-defined success, which refers to using possessions as a measure of success; and (3) acquisition centrality, which reflects a pleasure-driven desire for consumption (Pieters, 2013).

One would expect that consumers high in materialism desire money because money is needed to satisfy material desires. Indeed, materialism is not only associated with a higher desired income, but also with valuing financial security (Richins & Dawson, 1992). It is typically assumed that more materialistic consumers forgo intrinsic needs and goals in their attempts to enhance their standard of living (Kasser & Ryan, 1993). In line with this, research suggests that materialism is associated with lower psychological need satisfaction (Wang, Liu, Jiang, & Song, 2017). Consequently, it is expected that more materialistic consumers are more willing to trade-off leisure time or fulfilment for increased income. However, because acquisition centrality has a more intrinsic focus, the reverse effect is expected for this materialism dimension.

Methodology

A survey was conducted among a representative sample of 3,496 adult members (response rate 84%) of the CentERdata internet panel of Tilburg University. Participants ranged in age from

17 to 93 years (M = 53.5, SD = 17), 53% were female, and 58% were highly educated (had schooling beyond secondary school). Participants read two scenarios.

In scenario one, participants were asked to imagine that they were working 30 hours a week for 1,000 monetary units. It was stated that this income was sufficient to live a decent life. Participants were instructed that they had the possibility to work more or less hours. Working less meant more leisure time, but less income, and vice versa. They were then asked to indicate how many monetary units they would be willing to give up to work 5 hours and 10 hours less, or would require to work 5 and 10 hours more.

In scenario two, participants were asked to imagine that they were looking for a new job. They then read that they had received two job offers from different companies. Job A was described to provide more fulfilment and joy but for a lower salary (25% less). Job B was described to provide less fulfilment and joy but for a higher salary (25% more). Participants were asked to choose between the two jobs.

From respondents' answers to the questions in scenario one, normalized values were computed and used to specify a value function for each participant. The relative value of income was then measured by the area under the curve (Myerson, Green, & Warusawitharana, 2001), varying between 0.0 (low) and 1.0 (high). Two multivariate mixed-mode regression models tested whether overall materialism, and its three dimensions, are associated with: (1) the relative value of income to leisure time; and (2) the relative importance of income to job fulfilment.

Results and/or Discussion and Contributions

Overall materialism did not influence the relative value of income to leisure time (-0.001, p = .798). Moreover, neither possession-defined success nor acquisition as the pursuit of happiness influenced the relative value of income to leisure time (0.004, p = .300 and 0.005, p = .094respectively). However, and as expected, people who scored higher in acquisition centrality had a lower relative value of income compared to people who scored lower in acquisition centrality (-0.012, p = .002).

As expected, people higher in overall materialism were more likely to choose for the higher paying job even though it provided less fulfilment, than people lower in overall materialism (0.472, p < .001). Similarly, people high in possession-defined success and acquisition as the pursuit of happiness were more likely to choose the higher paying job with low fulfilment compared to others (0.253, p < .001 and 0.365, p < .001 respectively). In contrast, people high in acquisition centrality were less likely to choose for the higher paying job and more likely to prefer the job that offered more fulfilment (-0.187, p = .003).

Implications for Theory and Practice

Understanding the consequences of materialism for consumer well-being is important, especially in light of the vast literature showing that materialism is negatively related to wellbeing. This research shows that materialism is not associated with a preference for income over leisure time, and that the three dimensions of materialism have different effects on trade-offs between job fulfilment and income. Materialism may best be perceived as multidimensional in nature, and cannot simply be equated with a desire for money.

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The fallacy of data-driven personalization: 'Data will never know me'

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Abstract:

Increasingly, consumers are alert to the methods adopted by organizations to track, collect, and analyze their data with the intention of developing personalized products, services and experience. However, as consumers enhance their knowledge of digital technologies, their concerns also increase. In this study, we focus on the intersection of data-driven personalization and privacy through an exploratory study with GenTech consumers. GenTech are those who have proficient knowledge of digital technologies and are vigilant about their interactions with organizations. We use in-depth interviews with the visual research method, autodriving, to generate new insight into privacy, transparency and personalization. Our results demonstrate that GenTech prefer genuine relationships to automated, which are free of manipulation, hidden practices and mismatched personalization. We propose that organizations must re-think how they develop data-driven engagement and what they should prioritize in order to generate trust. authenticity and transparency for relationship-building with GenTech.

Keywords: Personalization, Privacy, GenTech

The role of marketing has gained renewed influence with the rise of analytics, targeting and communications tools to reach and engage with individual digital consumers. However, marketers rely on consumers' willingness to share their data in order to create personalized products, services and communications (Wedel and Kannan, 2016). The aim is often to use personalization as a gateway to building individualised customer relationships, leading to loyalty and advocacy (Kim, Barasz and John, 2018). However, our study reveals that a segment of consumers, who we refer to as GenTech, are highly aware of digitized engagement practices used and vigilant about the way they interact with organizations. GenTech are aged 21-26 and are recent high-performing graduates of leading universities in the UK. They have undertaken multiple work placements and have gained international exposure through study or employment. They are socially connected, environmentally concerned and often respected as opinion leaders. We believe organizations must better understand the views and experiences of GenTech in order to create and deliver personalized products, services and experiences. In this study, we are guided by the following research question:

What are GenTech's experiences of and attitudes towards organizations' use of their data to create personalized products, services and experiences?

Background

Organizations can adopt a range of personalization approaches, including 'pull', 'passive' and 'push personalization' (Wedel and Kanna, 2016). For all personalization approaches, whether customer or organization-led, it is essential for organizations to be transparent in their data collection activities, which enable personalization, without making consumers feel their privacy is violated (Cumbley and Church, 2013). However, consumers often find it a significant burden to manage their digital trail and privacy settings across various websites and customer accounts. This has given organizations, almost, unguarded access to collect and use consumers' data to build their personalization capabilities (Choi, Park and Jung, 2018). There are consumer benefits to personalization. However, the trade-offs to receiving personalization is the sharing of data (e.g. demographic, behavioural and preference data). For consumers, it is often a situation of weighing up the potential benefits of personalization versus their concerns related to privacy (Gerber, Gerber, and Volkamer, 2018). Privacy can be seen as the ability to control and influence the ways and conditions under which personal data is collected and used (Ginosar and Ariel, 2017). However, it is not always easy for consumers to control and influence this activity due to organizations' lack of transparency and complexity of collaborative arrangements. When organizations are intransparent they seek to hide, rather than reveal, their actions (Rawlins, 2008). Within the European Union, the introduction of the General Data Protection Regulation (GDPR) in 2018 (European Commission, 2019) has not deterred organizations from collecting consumer data, which is still seen as a major source of value and insight. However, the critical issue going forward is how organizations can continue their desire for data-driven personalization, when consumers increasingly aspire to protect and gain control over their own data.

Methodology

This research is part of a larger study into GenTech's experiences of and attitudes towards the use of data-driven personalization, privacy and transparency. We initially conducted a quantitative study with 400 GenTech consumers. The findings from this study illuminated a concern towards the aggregation and usage of their personal data and a rejection of, for example, AI-facilitated consumption. Thus, we devised a further exploratory study with 24 purposely selected GenTech consumers, using in-depth interviews and autodriving. Autodriving is a visual research method that uses participant-produced images to encourage

sharing of feelings, beliefs and opinions (Warren, 2005). Auto-driving is also characterized by utilising a photo-interviewing technique as the photos/images are used to drive discussions in an interview. Autodriving gives voice, empowerment and agency to participants as they choose how the images should be interpreted (Harper, 2002; Heisley and Levy, 1991). Participants in this study, identified 3-4 images which reflected their views on data, privacy, transparency and personalization and discussed these in the interviews.

Research Results

Multiple themes emerged from the data analysis, three of which are of particular relevance and significance.

Human Complexity: 'I Am Not The Data'

Although some GenTech are aware that many organizations possess much data about them, they do not believe that this data can ever be a true representation of who they are. Some expressed that even the attempt by organizations to create personalization is dehumanising, as a person is more complex and multi-faceted than their preference data. While GenTech are acutely aware of organizations' efforts to track their online behaviors, decisions and choices, some were also of the view that organizations may, at times, pretend not to know them too well to avoid consumer attrition and disengagement (e.g. by advertising items of little relevance to the individual). There were clear concerns about the amount of data organizations collect about them, but also a sense of supremacy in relation to personalization activities. GenTech believe organizations often do not know them well enough to offer true individualized and high-value personalization due to their complex behaviors, preferences and agility in decision-making.

Consumer Power: 'Let Me Be The Decision-Maker'

Although some GenTech agree that there can be benefits from personalization (e.g. product recommendations based on past behavior), there is also a strong view that they do not want to feel manipulated or forced into making a particular (recommended) purchase decision. They do not want to feel that organizations are making decisions for them. Some GenTech are also concerned about the product/service options they are *not* presented with, i.e. those that have been excluded/hidden due to data-driven personalization and tailoring. In their view, this does not represent freedom of consumer choice.

Transparency: 'It Is Time For Organizations to Be Honest'

GenTech agree strongly that it is essential for organizations to become more transparent and open related to their data capture and usage practices. This entails changing the relationship dynamics between organizations and consumers to ensure that consumers are fully informed and aware of the methods used to track, collect and analyze their data so that they know what they are giving away in exchange for what the organization is offering them. For GenTech, organizations that are more transparent and request less of their data will be favoured.

Implications for Theory and Practice

This research contributes to our understanding of emerging GenTech consumer behaviors. Our study shows that organizations must build personalization through genuine relationships with consumers, free of manipulation, hidden practices and mismatched personalization. Organizations may wish to respond to GenTech who will chose to connect with those that are transparent, genuine and authentic. However, capturing the minds and hearts of these consumers will require a fundamental shift, moving away from AI- or system-generated relationship-building to the creation of meaningful connections and conversations.

The research contributes with new empirically-underpinned concepts to help illuminate the nuanced landscape of data-driven personalization and GenTech consumer behaviors, experiences and aspirations.

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Consumer motivations to create collaborative or alternative consumption platforms

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Abstract:

This paper examines the motivations for consumers to become initiators of Collaborative or Alternative Consumption platforms. In-depth interviews examined initiators' experiences in creating and growing these types of consumption platforms. The findings discover five motivations to create Collaborative or Alternative platforms. These initiators in Collaborative or Alternative platforms supply for others' consumption as well as being consumers and network expanders themselves. Collaborative or Alternative consumption platforms are demonstrating that consumers can be initiators, creators, providers and consumers all within a single platform. This research provides a perspective to understand the different roles of consumers in this context.

Keywords: Sharing Economy, Collaborative Consumption, Peer to Peer Exchange

The motivation to participate and consume via alternative consumption, collaborative consumption and the sharing economy (Albinsson & Yasanthi Perera, 2012; Birch & Liesch, 1998) has identified motivations such as the desire for more thoughtful consumption, or more sustainable consumption, or closer connections to communities (Belk, 2010; Botsman & Rogers, 2011). Consumers in these platforms may occupy different roles, as consumers, or disposers and will change positions depending on their current needs (Jonsson, 2007; Ertz et al., 2016). Participants in collaborative consumption have utilitarian, experiential, protesting against current economic activities and spiritual motives that drive alternative consumption and disposal behaviours (Ertz et al., 2016). However, the motivation for consumers to create platforms for these types of consumption behaviours and move from disposer to supplier has attracted limited research interest. Benkler (2004) states that more research is needed regarding these roles to understand the growth and spread of these channels, which is projected to reach US\$335 billion in revenue by 2025 globally (PricewaterhouseCoopers, 2016; Yaraghi & Ravi, 2017).

Limited insights can be gained from small and medium-sized enterprises (Lebrasseur et al., 2003) and entrepreneurship research (Gilbert et al., 2006; Salamzadeh & Kawamorita Kesim, 2015) in regards to motivations and creation. Entrepreneurs or start-up initiators begin with an idea and strategic intention for the business (Lebrasseur et al., 2003), and have a vision for the goals of the platform and possible growth (Gilbert et al., 2006). Most research has focused on organisational structures or growth patterns, but very little has looked at the motivations and strategic intentions (Lebrasseur et al., 2003, Salamzadeh & Kawamorita Kesim, 2015).

The aim of this study is:

To extend the knowledge of the initiator's side of alternative or collaborative consumption platforms by examining the motivations of initiators.

We address the following research questions in line with this aim:

RQ1: What are the motivations involved in the creation of alternative or collaborative consumption platforms, from the initiators' point of view?

Methodology

A qualitative methodological approach was applied due to the exploratory nature of the research question. In-depth interviews were conducted with 24 Australian platform initiators, using Skype or face-to-face meetings. Respondents were recruited using initial personal networks (six respondents) and then via snowballing. Forty-two per cent of the respondents were female and 84% of respondents had started their platforms in Melbourne or Sydney.

Interviews were conducted until saturation was reached. The interview instrument explored the reasons for starting the platform, the activities to grow the platform and the final section explored participants' experiences in growing their networks. Analysis of the data had two phases: a deductive coding list and themes were developed from the literature, and then additional themes were identified during coding (Miles et al., 2014). The second cycle of pattern coding was conducted to understand emergent themes about intentions and motivations (Miles et al., 2014) Coding was done using N.Vivo to capture specific nodes and linked nodes. This resulted in the identification of six motivations to create a collaborative or alternative consumption platform that links to the subsequent platform format.

Results and/or Discussion and Contributions

Consumers initiate their own channels of consumption based on a need not currently met by existing market options and channels of consumption (i.e. traditional and online retail). Most initiators (79%) stated that the ideas came from something that was troubling them or a concern that was close to their heart. Initiators explained that they knew other people would have similar needs to them and this is what drove them to think of this idea in terms of a business or venture. All initiators created their platform based on a need that was not being satisfied with the current market options. (f-24)

Six motivations were identified, that underpinned the approach to the platform set up: sustainability; moneyless exchange; sharing and swapping; community involvement; making money; and interaction. Over half of the initiators (f-13) identified two or more motivations but the need to have a platform based around human interaction and community involvement was the most common theme (f-15) supporting the research on local entrepreneurs from minority communities in the USA who were motivated by both social and economic goals (Edelman, Brush, Manolova, & Greene, 2010). The nonmonetary motivations suggest that initiators' motivations to start collaborative or sharing platforms often go beyond pecuniary gains.

Motivation	No. Resp	Example		
Sustainable	f=11	"We are passionate about being a positive contributor against fast fashion and we want to do our part and we want whoever is behind us to contribute in a responsible manner." Megan (Clothing Exchange)		
Moneyless exchange	f=4	"leveraging everybody else's skills by using the same idea of helping small businesses."		
Sharing & swapping	f=5	"sharing the costs of the driver you're not making any money but sharing the cost that they are already spending to take this journey"		
Community involvement	f=15	Ann-Marie (neighbourhood food-sharing) spoke about her passion for community engagement, saying that she saw a major benefit to elderly people, who could find a definite opportunity in her platform		
Making money	f=12	Adam (neighbourhood car-rental) wanted a business that was successful as well as good for the environment, and Carl (pet-care service) spoke about how he reassessed his idea to see how it could generate money.		
Interaction	f=13	"Our vision is that we completely disappear and become invisible and the community takes over the business is the interactions between the community." Julia (campsite sharing)		

Table 1: Motivations to initiators to start collaborative and alternative consumption platforms

Initiators conducted research(f-11) with their networks to test their ideas in the early development stage of the platforms, or they emulated (f-12) successful collaborative or sharing platforms. In these networks' initiators recruited initial consumers to build strong relationships, and subsequently relied on them as a core member network with influence in the emerging consumption networks and to act as both suppliers and initial consumers. These platforms are two-sided marketplaces (Ertz et al., 2016) where the platforms do not own their supply of products or services. Instead, supply is provided by members of the platforms themselves, and so initiators need to recruit members to form the supply base before finding the demand for the

supply they have found.

"The suppliers are the drivers, the people who want to drive on the platform and earn a living... If they feel it's not working for them and they aren't making money, they drop off, and you won't be able to address the demand that you have. That's the most important thing...to ensure that there's quality, robust supply, (to meet) your demand." Dean (rideshare service)

This is a unique type of consumption because the consumer in these platforms can change their role based on their needs and can alternate between the roles of buyer, supplier or networks, showing that consumers within these platforms have multiple roles.

Implications for Theory and Practice

This research contributes to theory by showing that collaborative and alternative consumption requires the active participation of consumers in the start-up stage as buyers, supplier and network links; and consumers become initiators based on an unmet consumer need and a combination of motivations. In this new environment where consumers are not just moving to alternative forms of consumption, but creating their own channels of supply and consumer-created consumption platforms, there is a need to examine the needs of consumers to create, and supply as well as consume. Consumers are seeking more voice in the design and delivery of the consumption experience in the future, as consumers have more complex interaction of activities and are willing to operate in communities and networks to drive their preferred forms of consumption activities.

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What determines Australian consumers' motivation to buy green energy?

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Abstract:

This research is concerned with the question of consumer motivations for purchasing green energy. Towards this direction, the study aims to investigate the role of psychological factor affecting green energy consumption and whether they influenced the purchase intention. This paper presents results from a study, undertaken in Australia, intending to contribute to the scarce literature about the determinants of green energy purchase intention (GPI). The study attempted to develop a conceptual framework of GPI to provide deeper insights into a better understanding of the underlying mechanisms, improved predictions of the resulting choices and consumer behaviours relevant to green energy consumption and in turn, help in encouraging and reinforcing green energy buying behaviour among consumers. In doing so, the study took a holistic approach to propose the framework of GPI following - Theory of Reasoned Action (TRA, Ajzen & Fishbein, 1980) and Social Cognitive Theory (SCT, Phipps et al. 2013) to shed lights on green energy consumption. This framework includes constructs identified and hypothesized to have relationships. In the direction of motivation, four key psychological factors on the GPI has been explored viz: attitude, social norm, environmental concern and moral reflectiveness. To predict the power of considered constructs, partial least square structural equation modelling (PLS-SEM) were employed for a robust outcome fulfilled the objective of the study. Social norm towards buying green energy was the strongest predictor of intention found in the study. The study leads to implications for academics, policymakers, energy marketers.

Keywords: Consumer behaviour, Green energy, Green energy purchase intention (GPI).

Green energy has gained significant research attention around the world due to its ability to reduce environmental damage (Testa et al., 2016; Sangroya & Nayak, 2017). Since combustion of fossil fuels for energy generation is the prime source of greenhouse emissions, many scholars assert that a shift towards the types of energy produced from renewable resource, i.e., green energy is imperative to achieving environmental goals (Shove et al., 2015; Hartmann et al., 2018; Gill et al., 2018). Despite the widespread support for green energy, the demand for this product has developed much more slowly than the demand for any other green products (Halder et al. 2016; Paladino & Pandit, 2019). This has driven an increase in green energy consumer behaviour research, especially as marketers seek to understand the motivational factors behind the household purchase of green energy (Hartmann & báñez, 2012; Yazdanpanah et al., 2015; Hanimann et al., 2015). Academic research in the context of green energy consumerism has centered on the identification of consumer motivation underlying pro-environmental behaviours (Bang et al., 2000; Hartmann et al., 2016; Mydock et al., 2017). There have been substantial and in-depth researches concerning the motivational factors affecting the green energy purchase intention (GPI) in many countries such as in USA (Bang et al., 2000), German (Gerpott & Mahmudova, 2010), Finland (Halder et al., 2016), and Iran (Yazdanpanah, 2015). Theses comprehensive researches have examined the influence of several psychological determinants of GPI, which contribute to gain a better understanding of green energy buying behaviour (GEB) and to formulate policy recommendations for simulating GEB in the society. The exploration of reciprocal determinism and the viewing of psychological factors as determinants of GPI would provide an improved understanding of consumer behaviour which may, in turn, help in encouraging and reinforcing green energy buying behaviour among consumers. However, there is little systematic research that has examined consumer motivations concerning green energy in the Australian context (Tang & Madhokar, 2011; Paladino & Pandit, 2019). Although several studies (e.g. Tang & Madhokar, 2011; Ivanova, 2012; Hobman & Fredrick, 2014; Paladino & Pandit, 2012; 2019) in Australian context highlighted the relevant issues about green energy purchase, there remains a scarcity of studies on the aforementioned topic in the Australian setting. To our knowledge, the work of Paladino & Pandit (2019) is the only study which attempted to help the literature on investigating the factors affecting the GPI that is relevant to our study. Nevertheless, the study (i.e., Paladino & Pandit, 2019), in particular, focused on assessing the consumer attitude but the *direct* impact and/or relationship of several important psychological factors to the GPI remains unexplored. The determinants motivating the GPI have not been fully understood on the underlying composition and the drivers about green energy buying in Australian perspective, and this, therefore, remains a key research area. Considering the above lacuna in the current literature, the study aims to:

Investigate the role of psychological factor affecting Australian consumers' purchase intention towards green energy and their relative importance motivating consumers' intention to buy green energy.

We put forth one specific research question in line with the research aim: What are the important factors can influence Australian consumers' purchase intention towards green energy?

Research methodology:

Quantitative data was collected using a postal mail survey. The questionnaire was distributed to a random sample of 1200 consumers across Sydney, NSW. The postal mail survey was employed because of the consideration of costs (e.g. Bang et al. 2000; Ivanova, 2012). The total response rate was 32%. The scales were adapted from the relevant literature with little modification in the wordings to make it more understandable in the context of green energy. The current study is exploratory in nature where theoretical knowledge is relatively scarce (Chin, 2010) and the collected data set is highly skewed. As a result, we employed a PLS based Structural Equation Modeling (SEM) approach to test the proposed structural model and hypotheses.

Conceptual framework and hypotheses:

In order to understand what motivates consumer to purchase green energy, an understanding of consumer behavioural intention is important. In the motivational factor, intention is considered as the powerful predictor to influence the behavior ultimately (Velnampy & Achchuthan, 2016). This study developed a conceptual framework of GPI to provide deeper insights into a better understanding of the underlying mechanisms, improved predictions of the resulting choices and consumer behaviours relevant to green energy consumption. The study in particular, focused on measuring the *direct* relationship between the psychological factors and GPI. This is a well-established practice in research where the aim is to predict intentions and behaviour (Pieniak et al. 2010; Honkanen & Young, 2015). In doing so, the study used one of the most dominant framework - the theory of reasoned action (TRA, Ajzen & Fishbein, 1980) provides a reasonable perspective on the present research question. The theory predicts behaviour by evaluating the intention to carry out the specified behaviour (Ajzen, 1991). The model consists of two constructs namely attitude (i.e. individual's positive or negative evaluations of the behaviour) and subjective norm/social norms (i.e. perceived social pressure to perform the behaviour). The TRA has, however, shown limitations to explaining sustainable behaviour/ethical behaviour. Accordingly, for the study purpose we apply insights derived from a recent theory called social cognitive theory (SCT, Phipps et al. 2013) as an additional explanatory framework to better understand the psychological factors and their impact on GPI. The SCT incorporates the concept of reciprocal determinism, wherein personal, environmental and behavioral factors create a feedback loop to influence each other (Phipps et al. 2013). Such an understanding can shed lights on how psychological factors (personal factors) shape consumers' green energy purchasing. The theory SCT has been applauded and leveraged in predicting consumers' sustainable purchase behaviour in many research domain (e.g. Joshi & Rahman, 2016, 2019).

Keeping in mind the limitations of TRA, the conceptual framework of GPI for the present study incorporates the suggestions (premise) of SCT into the key constructs of TRA and tries to determine the impact of key psychological constructs on consumers' GPI. Thus, the study will investigate the role of four important psychological determinants including the elements of TRA - attitude, social norm and additional two constructs viz. environmental concern and moral reflectiveness as predictors of intention to buy green energy in order to find what motivates sustainable green energy purchase decision. Moral reflectiveness is one of the most widely and observed as a proximal motivational factor of green behaviour that triggers individual's concern and commitment to environmental problems (Verma & Chandra, 2018). Notably it is not examined in green energy context. Based on the prior literature support (e.g. Bamberg 2003; Bang et al., 2000; Halder et al., 2016 and Chen, 2015), we propose the hypotheses (H1~H4) to be tested summarized as follows:

H1: Consumers' attitude is positively related to green energy purchase intention; H2: Social norm is positively related to green energy purchase intention; H3: Environmental concern is

positively related to green energy purchase intention and H4: Moral reflectiveness is positively related to green energy purchase intention.

Results and/or Discussion:

The results support the postulated model of GPI. Specifically, the PLS approach yielded an acceptance of H1 that consumers' attitude had a significant and positive link with green energy purchase intention (GPI), which is well within expectations (β 1=0.155, t-value=3.347, p < 0.01). In a similar vein, social norm was positively and seen to have significantly related to the GPI (β 1= 0.368, t-value=7.358, p < 0.01), inferring that H2 is also retained. Further examination of the path coefficient shows that the additional construct integrated into the TRA model i.e. environmental concern is significant and positively relates to the GPI (β 1= 0.081, tvalue=1.97, p < 0.05), as posited by H3. Thus, H3 is reinforced. Besides that, another most important additional construct of the model i.e. moral reflectiveness where H4 examines, whether or not consumers' moral reflectiveness has a significant effect towards the GPI. The path estimates noted that consumers' moral reflectiveness does indeed have a significant and positive relationship towards the GPI (β 1= 0.168, t-value=3.662, p < 0.01). Thus, H4 is maintained. Specifically, the results of the path coefficients and t-values itemized outlined below:

Hypothesized paths		Path coefficients	t-values	Results		
Direct relationships						
H1	Consumers' attitude is positively related to green energy purchase intention	0.155	3.347***	H1 supported		
H2	Social norm is positively related to green energy purchase intention.	0.368	7.358***	H2 supported		
Н3	Environmental concern is positively related to green energy purchase intention.	0.081	1.97**	H3 supported		
H4	Moral reflectiveness is positively related to green energy purchase intention.	0.168	3.662***	H4 supported		

^{***} and ** represents significant at the 1 % and 5% level respectively.

Conclusions and policy implications:

The results confirmed the expected relationships: the motivation to buy green energy is increased by a positive attitude towards buying green energy, social pressure (i.e., social norm), concern for environment and by a robust moral reflectiveness. Social norm has the highest impact on consumer green energy purchase intention, supporting hypothesis 2. Concerning the additional constructs, moral norm ($\beta 1 = 0.168$) was a stronger predictor than environmental concern in explaining the Australian consumer's green energy purchase intention.

This study has contributed to the growing body of research. This study is one of the first that uses the TRA and SCT as a useful predictive model in the green energy domain. In methodological standpoint, this study intends to close the gaps in previous studies by Bang et al., (2000), Tang & Madhokar (2011); Halder et al (2016) and Paladino & Pandit, (2019) where partial least square structural equation modelling (PLS-SEM) path modelling is adopted in this study for a more robust outcome. The present study has important managerial implications in the Australian context. This study has augmented the knowledge marketers have of the consumer decision making process with regards to green energy. Marketing practitioners can be benefited by designing attractive and effective green marketing strategies to tap the residential consumers can stimulate the green energy market. Notably, since the inclusion of moral reflectiveness was significant (not explored in prior research) for influencing intentions to purchase green energy, managerial insights would facilitate managers to devise a green communication strategy invoking moral values and benchmarking conscientiousness towards

environment among consumer. However, as the sample involved NSW residents, their responses may not be representative of wider Australians, future studies on a large number of Australian consumers will provide a better understanding of motivational factors in the adoption of green energy can be better understood.

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Factors contributing toward dietary supplement consumption

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Abstract:

The consistent use of dietary supplements has been rising globally. Based on the Theory of Planned Behaviour (TPB), this study aims to identify the factors contributing toward dietary supplement consumption in Malaysia. 300 questionnaires were received using convenience sampling. The statistical tools in the SEM-AMOS Package were then employed to analyse the reliability of variables and hypothesised relationships in the research model. The findings indicate that attitude and past behaviour are the major predictors of the intention to use dietary supplements. Perceived behavioural control was found to have a mediating effect on the relationship between past behaviour and the intention to use dietary supplements. The findings further indicate that past behaviour can be added to TPB to accurately predict the intention to use dietary supplements. The growing trend of dietary supplement consumption has been acknowledged. This information is essential for relevant brands to remain competitive and sustain their market positions.

Keywords: Theory of Planned Behaviour (TPB), past behaviour, behavioural intention

Dietary supplements are substances consumed in addition to what an individual eats with the aim to promote better health. The consumption of dietary supplements has increased over time (Briefel & Johnson, 2004; Dickinson & MacKay, 2014). The results from the Malaysian Adults Nutrition Survey (MANS) 2014 indicate that about one third of Malaysian adults use dietary supplements (Nor et al., 2018). Fierce competition among dietary supplement companies is expected since many market researchers foresee a growth in the next five years (Mister, 2017; Zion Marketing Research, 2016). As such, these companies should discover factors that influence consumer decisions to purchase dietary supplements; thereby predicting their intention to use them in the future. This knowledge enables companies to devise marketing plans that target appropriate consumer groups. The reasons behind dietary supplement usage can be multifaceted; ranging between product knowledge as well as social, psychological and economic factors. In this case, social science theories on decision-making can be adopted towards studies within this area (Conner et al., 2003), in identifying the prominent factors towards its consumption.

The aim of this study:

Based on the Theory of Planned Behaviour (TPB), the aim of this study is to identify the factors contributing towards dietary supplement consumption in Malaysia; to review the possibility of extending TPB by introducing past behaviour as an independent variable to predict intentions to use dietary supplements. This study also evaluates the mediating effect of perceived behavioural control on the relationship between past behaviour and intentions to use dietary supplements in Malaysia.

The study's research questions:

RQ1 Which TPB factor(s) contributes toward dietary supplement consumption in Malaysia?

RQ2: Is there a significant correlation between past behaviour of consumers and their intentions to use dietary supplements?

RO3: Will the effect of consumers' past behaviour on their intentions to use dietary supplements be mediated by perceived behavioural control?

Background and/or Conceptual Model

From a business perspective, the increased consumption of dietary products is bound to stimulate a greater degree of competition in the dietary supplement industry (Mister, 2017; Zion, 2016). It is crucial for companies to understand the factors and attributes influencing consumers' decision-making processes when purchasing dietary supplements. Only then, can a relevant marketing strategy be devised, further reinforcing competitive sustainability. Noted that various factors including social, economic, psychological, knowledge, etc. (Mister, 2017), have been reasons behind other consumption attributes. Thus, TBP, an extension to Theory of Reasoned Action (TRA) is adopted as the social science theory to determine the relevant factors within the current context, as it covers a wide range of decision-making aspects (Conner et al, 2003). By adding the perception of control to TRA, it extends the theory's applicability to more complex goals and outcomes. Originating in social psychology, TPB has been widely used to measure determinants that influence behavioural motivation and action in various industries; including the pharmaceutical industry (Conner et al., 2001). Despite some criticisms, this model is widely employed; either by modifying its framework or keeping it unchanged to suit various situational contexts (Ajzen, 2011). By utilising TPB, this research attempts to predict the intention of using dietary supplements in Malaysia. Past behaviour was added to TPB to identify whether its effect on the intention to use dietary supplements is mediated by perceived

behavioural control. It was argued that past behaviour was seen to have an independent effect on the intention to use dietary supplements when included in the foundations of TPB.

Methodology

Quantitative research was used in this study. In order to ensure and enhance the validity of the questionnaire, measurement items were adopted from the literature related to this study (Albani et al., 2018; Corner et al., 2001). The questionnaire was tested for its reliability and validity through two pre-tests and a pilot test with 100 participants. Convenience sampling was applied with the distribution of 300 questionnaires to customers of respective pharmacies and medical centres in the country. Statistical tools in the SEM-AMOS Package were used to analyse the reliability of items and hypothesised relationships in the research model.

Results, Discussion and Contributions

The findings indicate that attitude is the major predictor for the intention to use dietary supplements, followed by past behaviour. Subjective norms and perceived behavioural control were unrelated to intention. Perceived behavioural control was found to have a mediating effect between past behaviour and intention. In a similar study conducted by Corner et al. (2001), attitude was shown to be one of the best predictors from all three variables modelled in TPB. Thus, behavioural beliefs (which are the predictors of attitude) may be the most important factor that dietary supplement manufacturers should focus on. On the contrary, subjective norms and perceived behavioural control were found to be unrelated in predicting the intention to use dietary supplements. Although similar findings showed that perceived behavioural control does not play a key role in dietary supplement usage (Corner et al., 2001), most researches had reported that it is a predictor for a range of health behaviours (Godin & Kok, 1996). One explanation for this phenomenon is that dietary supplement usage is considered to be a type of behaviour under complete volitional control (Corner et al., 2001).

Past behaviour is another variable to predict intention. Those who have used dietary supplements before are more likely to use dietary supplements in future. This was supported by 'three meta-analyses' conducted by (Albarracín et al., 2001; Rise et al., 2010; Sandberg & Corner, 2008). The proportions of explained variance in intentions were raised by adding past behaviour into the prediction equation. Collectively, the findings of this study provide theoretical support and empirical evidence for brands in the dietary supplement industry to develop relevant marketing strategies for consumers. By acknowledging the growing trend of dietary supplement consumption in Malaysia, such brands can remain competitive and sustain their market position.

Implications for Theory and Practice

This study contributes to theory by (1) testifying to the effective application of TPB in predicting the intention to use dietary supplements; (2) reviewing the possibility of extending TPB by introducing past behaviour as an independent variable for predicting intentions to use dietary supplements; and (3) examining whether the effect of past behaviour on intentions to use dietary supplements is mediated by perceived behavioural control. The findings of this study have managerial implications which contribute to practice: (1) it is important for companies to understand factors which influence consumer decisions to use dietary supplements and, thus, predicting potential intentions in future consumption; (2) companies can effectively create marketing plans towards targeting appropriate consumer groups, through exploiting potential factors that influence consumers in purchasing dietary supplements.

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Luxury brand attachment, envy and schadenfreude

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Abstract

This paper examines the impact of luxury brand attachment on envy and schadenfreude. In particular, extant literature primarily focuses on the positive outcomes of brand attachment. However, the dark side of marketing is reflected when consumers get envy and involve in schadenfreude. The results show that luxury brand attachment has significant positive impact on envy and brand loyalty. However, luxury brand attachment does not result schadenfreude. In addition, a positive relationship has been found between envy and schadenfreude. The results have meaningful theoretical and managerial implications.

Background

Schadenfreude is largely termed as finding pleasure through the suffering of others (Smith, et al., 1996; Van Dijk et al., 2005). The terminology for this concept originated in Germany but has since engrained itself in modern society (Lange, Weidman, & Crusius, 2018; Li et al., 2017). Research found schadenfreude to be a social hostility, derived from the malicious pleasure gained from observing failures of others (Feather & Sherman 2002; Leach, et al. 2003). For instance, Feather and Sherman (2002) demonstrated that students displayed Schadenfreude toward their more successful peers when feelings of resentment toward those peers were already present. Leach et al. (2003) meanwhile, determined that individuals with greater interest in international football felt the greatest pleasure from and therefore Schadenfreude toward a rival country's downfall in football.

Researchers believe envy is a distinct emotion with negative undertones that has the capacity to greatly influence human relationships (Geir et al., 2016). Additionally, envy may be coined as "when a person lacks another's superior quality, achievement, or possession and either desires it or wishes the other lacked it" (Parrott & Smith, 1993, p. 906). Based on this definition, envy involves direct social comparisons, often by the possessions of others. Further, possessions assist in gauging an individual's social and economic success. Therefore, envy involves upward social comparisons, recognising that another has an advantage that we do not. Smith and Kim (2007) found envy to fluctuate case by case however the tendency was ubiquitous. Envy results in the suffering of those who do not have what they need to join the elite group which triggers a feeling of comparative inferiority engendering group-based envy (Leach, 2008; Smith & Kim, 2007).

In a marketing context, envy and brand loyalty are particularly important antecedents of schadenfreude. Consumers that lack a particular symbol of status experience envy towards those that possess these coveted symbols. In turn, the envy resulting from an upward social comparison has been found to result in schadenfreude following a loss of this social status and subsequent downward social comparison towards the less fortunate consumer (Sundie et al., 2009). For instance, when participants were randomly assigned between two groups, highstatus and low-status cars, participants felt greater Schadenfreude towards high-status car owners when hearing that their cars had broken down (Sundie et al., 2009). Additionally, participants were told about someone who received a new Porsche from a relative, who was then described as either flaunting this new car, or behaving modestly. In the flaunting condition, participants felt more envious of the social attention received from the Porsche, which led to Schadenfreude towards the owner when the Porsche was said to have broken down (Sundie et al., 2009).

Brand attachment has remained prevalent within the luxury industry (Marticotte & Arcand, 2019; Shimul et al., 2019). Furthermore, the strength of luxury brand attachment is seen to correspond with schadenfreude, due to the emotionally invested relationship. Research found that consumers demonstrating high levels of brand attachment also exhibited high levels of schadenfreude toward rivals within the industry (Melancon & Dalakas, 2014). Therefore, the relationships established with consumers have increased the influence of schadenfreude (Sundie et al., 2009) based on the attachment evoked converting towards hostility towards competitors.

Hypotheses

The following hypotheses are tested in this research.

H_{1a}: Benign envy (BE) will have a significant positive influence on schadenfreude (Sch)

H_{1b}: Malicious envy (ME) will have a significant positive influence on schadenfreude

H₂: Luxury brand attachment (LBA) will have a significant positive influence on schadenfreude

H_{3a}: Luxury brand attachment will have a significant positive influence on benign envy

H_{3b}: Luxury brand attachment will have a significant positive influence on malicious envy

H₄: Luxury brand attachment will have a significant positive influence on brand loyalty

H₅: Brand loyalty will have a significant positive influence on schadenfreude

Method

An exploratory approach was applied to investigate the hypothesized relationships. Data (n=365) were collected from an online luxury consumer panel. Empirically tested scales were used to measure the constructs. The study was conducted within the context of Godiva chocolates, whereas consumers' schadenfreude were measured against the Lindt chocolates. The research model and hypothesised relationships were tested through SEM with AMOS 25.0.

Result summary

The structural model achieved good fit with $\chi^2 = 432.908$, df = 180, $\chi^2/\text{df} = 2.68$; RMSEA = 0.06, RMR = 0.12, CFI = 0.96, AGFI = 0.87 and TLI = 0.95. H_{1a}, H_{1b}, H_{3a}, H_{3b}, and H₄ are supported. However, H₂ and H₅ are not supported. A summary of the hypotheses testing is presented below

Hypothesised	Relationships		Standardised	t-value	Р-
Lovaltv	<	LBA	.056	17.928	***
ME	<	LBA	.042	3.432	***
BE	<	LBA	.060	10.878	***
Sch	<	LBA	.116	117	.907
Sch	<	BE	.057	2.650	.008
Sch	<	ME	.057	6.769	***
Sch	<	Lovaltv	.093	.082	.935

Implications and conclusion

This research suggests that consumers' attachment to luxury brand is critical for building brand loyalty. However, attachment generates consumer envy toward competing brands. Luxury branding practitioners and managers can develop the marketing strategies built on this notions focused on maintaining a long term and profitable consumer relaitonships. Such examples include exclusive memberships among loyal consumers, who will flaunt their new found social standing as a recognised and unique consumer (Ekinci & Simkin, 2018). Thus, the findings of this paper will contribute into the extant literature as well as would benefit the practitioners.

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When Free-games aren't free: micro-transactions in mobile game

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Abstract:

Microtransactions a successful revenue model for game-driven applications. In this study, a conceptual model explaining gamers tendency to do microtransactions in mobile game. Thus, we examine the direct relationship between the flow-state player experience in the game on microtransactions by examining a) the mediating role of the flow state in the relationship between impulsiveness and microtransaction, and b) the mediating role of flow-state in relation between microtransaction and behavioural loyalty. A total of 207 participants from China participated in an online questionnaire using pre-validated scales. Nonprobability criterion-based purposive sampling technique utilised. Results revealed a negative relationship between flow state and microtransaction. Within this buying process, flow-state mediates the relationship between microtransaction and behavioural loyalty. This study offer empirical support to explain the role of player impulsive buying tendency and flow-state that influence microtransaction of in-game virtual tools.

Keywords: flow-state, micro-transaction, impulsive behaviour

Understanding the digital culture of pre-teens

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Abstract:

This paper presents a study of social media (SM) usage among expatriate French children to explain the digital culture of 8-12 year old pre-teens who are mostly too young to be able to manage their own screen time or safeguard themselves. The results of semi-structured interviews carried out with 26 pre-teen participants and their parent's is used to deeper understanding of the behaviours that drive SM usage. Drawing upon the honeycomb theoretical framework 8 spheres of behaviour are identified. Pre-teens care about being noticed online. They crave attention and are conditioned to aspire to being part of the SM movement and ensure membership of the 'in' group. Parents, educators, and healthcare providers are generally aware of the negative effects that digital media usage can have on the lives of children, but these stakeholders lack the necessary information to recognize problematic use and foster healthy media habits.

Keywords: social network/social media, pre-teens, Internet/digital user behaviour

Introduction and Research Aim

The widespread adoption of social media (SM) has been so rapid and pervasive that for children and teens it is a part of normal, everyday life, with most children now having permanent connectivity through smartphones, smart TVs and ubiquitous mobile devices (BBC, 2018, 2019). Children are becoming technically competent and skilled digital users, but few are able to take full advantage of the online opportunities or act in a proactive way (Álvarez et al. 2013). Consequently, much of the literature on young children and media deals with the negative effects of SM, considering how parents and educators might provide children with the means necessary to protect themselves from these harmful aspects (Alper, 2013). Comparatively little is known about younger SM users (Haddon, 2015) – partly owing to the difficulties of collecting data for children (ethical approval) and partly as a result of the accelerating pace of technological change and evolution in user behaviour. The aim of this paper is to provide further insights into the activities undertaken by children online, in the context of immigrants to France, where the social networks created through such interaction strengthens complex social and personal ties by transcending geography (Dey et al., 2018). In our enquiry, 'preteen' refers to children aged 8-12 (Bauman and Tatum, 2009).

Background and Conceptual Model

Building on Social Network theory (Granovetter, 1973) and industry dynamics (McCarthy et al., 2010), Kietzmann et al. (2011) developed a Honeycomb Framework to facilitate the understanding of the functional traits and implications of various SM activities. Baccarella et al. (2018) further adapted this framework in their study of dark side if SM. In the current paper, we use the Honeycomb Framework as a theoretical lens for exploring the behaviours that drive SM usage for pre-teens.

Methodology

The lack of guidance regarding how researchers should undertake studies of SM usage by children is leading to a dearth of studies in this field (Moreno et al., 2013). However, the ethical problems in research involving direct contact with children can be overcome by using a participatory approach, which in turn can assist with reliability and validity (Thomas and O'Kane, 1998). A sample of 26 parents and children was purposively selected based on age and expatriation. The English-Speaking Families Group (ESFG) of Lyon-based expatriates agreed to inform members about our research in an email outlining our aims and data collection process, guaranteeing confidentiality and anonymity and inviting members who wished to participate to contact us. Upon consent, a parent asked the child to provide short written descriptions as answers to the questions on a one-page written survey, followed by one parent's commentary on their child's responses before returning the anonymised survey to the researchers by mail or email. The children and parents were all native English-speaking expatriates (residing for at least one year outside their home country). The data collected was analysed using NVivo with each researcher acted as an independent coder, thus verifying the accuracy of the themes (King and Brooks, 2018)..

Results and Discussion

Our results build upon the 8 spheres of the Honeycomb Framework (Kietzmann et al. 2011; Baccarella et al., 2018) to explore the identities and drivers of SM use for pre-teens. Specifically:

Multiplicity incorporates the variety of devices used and the notion that pre-teens use them for both obtaining knowledge and being entertained, as well as the multiple conversations across devices with various groups. It represents behaviour that is consistent with studies undertaken in the SM field that highlights the danger of using multiple sources of media concurrently (e.g. Demirbilek and Talan, 2018). There is a danger that hyper-connectivity may lead to the erosion

of social links between individuals. For example, a child (describing the situation at home) reported texting rather than talking to family members located in other rooms.

Excessive use (without guidelines) emerges from the children's comments and parental feedback. Where parents exercise control over access, children seek alternative access, via friends or falsifying details: I 'm not allowed to use SM at home but sometimes I use my friend's accounts" (C9). "I had to give the wrong date of birth" (C3). Our findings link with those of Fairlie and Kalil (2017) who highlight the danger of excessive usage by older children and adults resulted in less time for sport/ social activities and other researchers who have identified that cognitive and moral 'shallowness' is associated with frequent use (Annisette & Lafreniere, 2017).

Filtered discourse relates to behaviour associated with safeguarding. "I mostly use SM for posting updates: like selfies of what we're doing, where we are... and messages to tell people that it is someone's birthday party or sleepover" (C4). Such actions confirm recent work by Dey et al. (2018), who noted how selfies endorse and reinforce cultural identity in virtual world. These early signs of consciously creating an online image, conveying real or desired traits, demonstrates pre-teens' awareness of SMs influence.

Self-identity/digital identity involved children developing specific social skills to establish and manage their virtual relationships. This result challenges Hou et al.'s (2014) suggestion that 7-10 year olds are truthful about their identity. Identifying with a group or group behaviour can be interpreted as a form of both self-identity and digital identity.

Real world vs. virtual relationships was manifested though the children's awareness that spending too much time in the virtual world would exclude them from the real world. There is an awareness that "You can spend too much time on them because you always have computers and iPads at home" (C6). This result overlaps with a number of studies portraying the extended self in a digital world and its implications about becoming deconstructed from the real world (e.g. Pan et al., 2017). For example, C13 noted that it "excludes you from the real life world".

Social inclusion/exclusion appeared in our findings as positive, proactive behaviour associated with inclusiveness as well as those who exclude group members and are held accountable for their action: "If a person deletes a member of the group, then we need a good explanation and usually we end up adding the excluded person back into the group" (C2). Social exclusion appears to be closely linked with FoMO, with multiple studies of post-teens suggesting FoMO can lead to decreased self-esteem, online vulnerability and other problems (e.g. Bright & Logan, 2018) such as Internet addiction among teens (Tomczyk and Selmanagic-Lidze, 2018).

Implications for theory and practice

Four key findings/contributions reflect the extent to which the existing literature has overlooked emerging trends, which are driven by the dynamic nature of technological change and ongoing evolution in user behaviour. Specifically: 1. Children do not perceive the longerterm ramifications of using SM, in the same way as older SM users do -i.e. they cannot grasp the magnitude of Internet addiction, cyber bullying and FOMO; 2. The peer pressure of 'joining' in' (the herding instinct) outweighs individual choice; 3. There is an ethical debate surrounding the use of hashtags to entice children to become brand ambassadors; and 4. The top-down management of social media (by parents, school and policy makers) may not be sufficient or effective; there is perhaps an argument for a bottom-up approach to managing social media which involves dialogue with young users about their perceptions (in order to further our understanding of how they perceive social media). Top-down management is likely to be biased by media reports of negative incidents of SM usage, while bottom up thinking will be driven by children's (largely positive) bricolage of online experience.

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Online personal selling and its influence on e-loyalty

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Abstract:

This research examines the relationship between online retail quality, consumer brand engagement and e-loyalty by examining the mediating role of online personal selling in the above relationship. Non-probability criterion-based purposive sampling resulted two hundred and eight participants participating in this research. Results show a direct relationship between online retail quality and consumer brand engagement, and e-loyalty. Managerially, organisations should enhance online retail quality into website designing in order to keep customers engaged, embed more online personal selling functions to facilitate e-loyalty.

Keywords: Retailer website quality, online personal selling, e-loyalty

Introduction and Research Aim

E-Commerce is experiencing a tremendous growth and presenting a huge market potential in recent years (Suharto et al., 2017). The global retail e-commerce sales dramatically increased by 72.4% from \$1.33 trillion in 2014 to \$2.30 trillion in 2017. The statistic illustrates a sustainable growth in this industry. Besides, e-retail sales are predicted to grow to \$4.87 trillion in 2021. Tanjung and Dhewanto (2013) claim that this phenomenon is in line with the increasing number of people who carry on online shopping transactions. Web-based shopping malls have emerged as an important shopping trend. Due to its increasing popularity and growing fierce competition, online retailers are facing a common question, how to keep customers loyalty online? There are extensive studies on motivation to shop online (Rajamma et al., 2007; Hur et al 2017; Adaji et al, 2019), very few studies focus on the effect consumer brand engagement and the role of online personal selling and how this format influence eloyalty. This study encapsulate the effect of online retail quality on consumer brand engagement and their effect on loyalty (Suharto et al., 2017).

Through literature review, we found evidence that online website quality directly effects consumer engagement (Bekele, 2016; Park and Kim, 2014). The line of evidence also directs that engaged consumers are loyal (Fernandes and Moreira, 2019; Helme-Guizon and Magnoni, 2019). These studies highlight the importance of consumer brand engagement in m-commerce (Pelet, Khan and Cowart, 2018; Rumanyika and Mashenene, 2014). Despite studies in the area of online commerce, the mediating role of online personal selling influencing consumer behaviour is underutilised? Scholars call for assessment of efficacy of online personal selling in the relationship between brand engagement and repeat purchase (Khan et al., 2019; Wang et al., 2015). The relationship of consumer brand engagement and e-loyalty is examined (Dessart et al., 2019; Malik et al., 2013). The role of online personal selling in Taobao among Chinese consumers remains gap in extant literature (Ye et al., 2009). Therefore, this research focuses on online personal selling and their mediating effect in the relationship between consumer brand engagement and repeat purchase.

The aim of this study is:

To examine the relationship between EtailQ, CBE and e-loyalty.

Three research questions are addressed in line with this aim:

RQ1: Is there any direct relationship between EtailQ and CBE?

RQ2: Is there any direct relationship between CBE and e-loyalty?

RQ3: What role does online personal selling play in the relationship between CBE and eloyalty?

Conceptual Model

Website characteristics influence customers' repeat purchase intention (Wang et al., 2015). Chen and Wu (2016) confirms that quality of website characteristics impacts buying tendency. Taobao is a Chinese successful online retailer (Zhou and Jia, 2018). Website characteristics of Taobao is demonstrated to influence repeat purchase intention (Shukla, Sharma and Swami, 2010). This relationship is better explained in online purchase context when consumers are engaged with the platform, since engaged customers carry positive online purchase intention has a connection with loyalty (Malik et al., 2013). Consumer brand engagement with platform involves a two way communications (Hollebeek, Glynn and Brodie, 2014). The two way interaction creates engagement and demonstrated a strong behavioural focus (van Doorn et al, 2010). The behavioural focus likely encourage desire for repeat purchase (Han et al., 2019). In the online market, customers are essentially "self-served" much of the time (Sun et al., 2015; Dickinger and Stangl, 2013). When the website cannot offer complete information, customers turn to online salespeople for help. The service from online personal selling influence customers' discontent and enlighten enjoyment of online purchase (Wang et al., 2012). Online salespeople can stimulate customers' online purchase intention through their sincere service and effective support. The favourable attitudes towards online sales clerks can improve the evaluation of products and reduce risk perception (Kim and Stoel, 2005; Sharma and Wang, 2015). Therefore it is likely that online personal selling may mediate the relationship between consumer brand engagement with the platform and their frequency of repeat purchase.

Methodology

The study was conducted in China using quantitative research methods. Participants were asked to fill up an online survey which was made available to for one month, between January 2018 and February. In the survey, participants were asked to read short statements which best describe their online behaviour. Items are measured on 5-point Likert scales (1=Strongly disagree, 5=Strongly agree). All the items were adapted from the published literature and modified to the context of this study.

Source of constructs: eTailQ (Wolfinbarger and Gilly, 2003), customer engagement (Hollebeek et al., 2014), online personal selling (Kim and Stoel, 2005; Jun et al., 2004) and loyalty (Bruner & Hansel, 1992). Double translation procedure was adapted to suit Chinese participants. A total of 208 usable questionnaires were gathered. 42.6% of the participants are between 18-25 years old and 50.8% are male. 41% of the respondents shop online 1-2 times per month.

Results and/or Discussion and Contributions

The results shown that there is a direct and positive relationships between online retail quality and CBE (β =0.66, p<0.001), customer engagement with platform and loyalty (β = 0.43, p=0.007). This result supports RQ1 and RQ2. Results suggested that online retail quality is fundamental to consumer brand engagement, the better is the website quality, and the more likely to create engaged customers. Higher level of engagement leads to higher likelihood to repeat purchase hence loyalty. The results also reveal partial mediation effect of OPS in the relationship between CBE and loyalty (β = .165, p<.001). The result suggests that when consumers are engaged with Taobao, under online customer service staff's assistance, they are more likely to speedup their online purchase decision.

Implications for Theory and Practice

Managerially, organisations should integrate consumer engagement into website designing, enhance website quality, and embed more online personal selling functions to encourage consumers' online purchase loyalty.

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Drivers of cross cultural ethical consumption

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Abstract:

Ethical consumption covers a diverse range of areas including environmental concerns, fair trade, consumer boycotts, voluntary simplicity and sustainable consumption. They are driven by motivations and values which vary from culture to culture. A detailed qualitative research was conducted regarding ethical issues arising during consumption, the motivations behind them and core values driving them in dissimilar societies. The countries chosen were Pakistan and New Zealand. The data gathering was done by open ended interviews in both countries and laddering technique was applied to analyse them. Initial analysis revealed that the ethical consumption choices in Pakistan were influenced by consumer boycotts, health and religious norms and driven by tradition and universalism. In New Zealand however, ethical choices were mostly related to the environmental concerns and purchase of local products driven by universalism, achievement and hedonism. The research helps comparing the ethical consumption behaviour and underlying values in different cultures.

Keywords: Ethical Consumption, culture

Introduction

Ethical consumption covers a diverse range of areas including environmental concerns, fair trade, anti-consumption, voluntary simplicity, societal welfare, organic food and country of origin etc. (Adams & Raisborough, 2010; Jägel, Keeling, Reppel, & Gruber, 2012; Wooliscroft, Ganglmair-Wooliscroft, & Noone, 2013). Factors motivating purchasers towards ethical consumption include desire for health, quality, virtue, achievement and social justice; concern for environment and livelihoods of workers; fear of illness by harmful consumption and religion etc. (Brenton, 2013; Cornish, 2013; Davies & Gutsche, 2016; Freestone & McGoldrick, 2008; Jägel et al., 2012; Lockie, Lyons, Lawrence, & Mummery, 2002). Similarly, values driving the motivations include habit, self-satisfaction, health and well-being, social guilt, recognition, equality, hedonism, power, security, benevolence and stimulation etc. (Davies & Gutsche, 2016; Jägel et al., 2012; Schwartz & Bilsky, 1987). These motivational factors and the underlying values vary in dissimilar cultures (Solomon, 1999).

A number of researchers have called for research to explore various factors behind ethical consumption in different cultures. Rettie, Burchell, and Riley (2012) in their studies regarding normalization of green behaviours suggest the need for cross-cultural comparisons of trajectories of behaviours in ethical consumption. Henceforth a detailed insight is required regarding ethical issues arising during consumption, the motivations behind them and core values driving them in dissimilar societies. The research was thus conducted in Pakistan (religious and developing) and New Zealand (secular and developed).

The *research problem* arising is stated below.

What are the underlying values and motivations driving ethical consumption in Pakistan and New Zealand?

The *research questions* thereby arising from this research problem are as under:

- I. What are the underlying values and motivations for consumers in developing world?
- II. What are the underlying values and motivations for consumers in developed world?
- III. Which values and motivations are most prevalent in driving consumers towards ethical consumption in the two cultures?

Methodology

The data collection was done using open ended interviews from subjects in Pakistan and New Zealand and analysed using the laddering technique (Davies & Gutsche, 2016; Reynolds, 2006). 75 interviews were done in Pakistan and 70 in New Zealand. Interviewees were recruited through personal references, advertisements and snowballing. They were first inquired to list any ethical consumption habits which may come to their mind. Later they were displayed a list of ethical consumption choices which varied for Pakistan and New Zealand and were asked to tick on those options which were practiced by them. The ethical consumption choices were based on the emerging trends in the society whereas ethical consumption choices in New Zealand were taken from (Wooliscroft et al., 2013). Later they were told to list any further ethical consumption habits which had not been listed above or mentioned by them before. They were then asked as to why they practiced these. These questions helped reveal values driving their motivations. These values were mapped on Schwartz value scale (Schwartz, 1992). Interviews were later transcribed and analysed using laddering technique. Ladders were drawn and their direct/indirect relations were established in Excel. Macros were programmed in Excel to sum all the relations in a separate sheet and remove those relations which were less than the cut off value. Subsequently ethical consumption practices, motivations and values driving them were established.

Results and Discussion

The initial analysis of the interviews conducted in both countries revealed the following results. Pakistan is a Muslim majority country (CIA, 2010) and not surprisingly ethical consumption practices were very much similar. Majority of consumers purchase Halal and healthy products. The motivations behind them are religious, which shows their underlying devotion for the religion. Consumer boycotts are also prevalent in the society with consumers boycotting products of countries involved in blasphemy or those involved in offensive acts. They are involved in acts of philanthropy to help the underprivileged. Consumers have a liking for healthy and hygienic products and proper waste disposal, driven by health with deep rooted values of universalism i.e. caring for themselves, their families and the society at large.

In contrast, interviews conducted in New Zealand show that people are very much environment conscious and are willing to help the local suppliers. Consumers like to buy from farmers' market and purchase New Zealand made products as it reduces the amount of fuel consumption thus conserving the environment and also supporting the local families. Consumers consume vegan or vegetarian diet and buy free range eggs or meat as they don't want to do any harm to the animals. Both trends show universalism as key value behind these consumption choices. In addition, they either purchase second hand clothing or reduce their clothing purchases, avoid excessive packaging, recycle and use their own bags while shopping as they want to reduce waste going to landfills. Thus again saving the environment from pollution for the future generations. Quite a few compost, grow their own vegetable garden or recycle not only because it reduces the environmental impact but also because they follow the tradition set by their elders. Growing own vegetables gives a sense of achievement and hedonism.

The comparison between the ethical consumption habits of both societies shows that while New Zealanders and Pakistanis might have the same common values of universalism and tradition, the motivations behind them are altogether different. While in Pakistan, people follow tradition by being devout towards their religion, New Zealanders follow traditions set by their elders. New Zealanders recycle or compost as it reduces the environmental impact thus caring for the future generations. Whereas Pakistanis recycle because waste can be sold as scrap and hence gives a source of earning to the underprivileged. Pakistanis buy healthy and hygienic food to care for their health and their families whereas New Zealanders buy from local suppliers to care for the society at large.

Implications

This research contributes to the theory by exhibiting how the consumers' ethical choices, motivations and values vary in different societies. Even in some case cases when values are the same, the underlying motivations are altogether different. It provides the following implications for the marketers and the government. In a religious society, people are very sensitive of their consumption. They therefore refrain from consuming products which are against their norms. Marketers should be careful in not marketing products which hurt the consumers' religious sentiments. Similarly in a society where environmental awareness is high, marketers should promote environment friendly products. The government should pass regulations allowing those products which are acceptable to the public at large. This will increase consumers' satisfaction by having products of their choice.

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Green offering-related consumption values: A review and research agenda

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Abstract:

This study takes a structured review approach to synthesize the literature on green offeringrelated consumption values (CVs). Seven unique CVs were identified from the extant models of green offering-related CVs: conditional, ecological, economic, emotional, epistemic, functional and social value. Further, CVs of green offerings arouse the consumers in both emerging and advanced countries to engage in environmentally sustainable consumption. This study contributes to the literature on CVs in relation to green consumption. The findings of this study benefit green retailers and marketers in developing effective marketing strategies.

Keywords: Consumption values, green consumption, review

Introduction

Environmentally sustainable consumption is an increasingly important theme in today's society (Koller et al., 2011), as consumers are encouraged to adopt more environmentally sustainable lifestyles and consumption patterns that do not damage the environment (Biswas, 2017). However, consumers do not always show a consistent preference for buying green offerings and paying premium for such offerings, due to the conflict between collective social gains (environmental protection) and self-interests (perceived high price and inferior performance of green offerings) (Leonidou & Leonidou, 2011). It may be possible to extend green purchasing by enhancing consumption values (CVs) (e.g. Jamrozy & Lawonk, 2017). The theory of CVs is complex and has been informed by numerous disciplines such as neoclassical economics. social sciences, psychology, consumer psychology and marketing sciences (Sheth et al., 1991). The concept of CVs refers to "the consumers' assessment of the benefits they receive from using a particular offering" (Sheth et al., 1991, p.160). To capture the complex nature of consumer preferences CVs have been conceptualised in terms of seven dimensions: (1) conditional value (CV) – circumstances or set of conditions (i.e. discounts, rewards); (2) ecological value (EgV) - less destructive to the natural environment; (3) economic value (EcV) - value for money of the offering; (4) *emotional value* (*EmV*) - feelings or affective states that the offering generates; (5) epistemic value (EpV) - the utility derived from the offering's ability to enhance aspiration for knowledge, (6) functional value (FV) - the utility derived from the perceived quality and expected performance of the offering and (7) social value (SV)- the utility derived from the offering's ability to enhance social self-concept (Koller et al., 2011; Sheth et al., 1991; Sweeney & Soutar, 2001). By providing appropriate CVs, green marketers can encourage consumers to purchase their products and brands and to spread a positive word of mouth (Koller et al., 2011). The Marketing Science Institute (2018) has incorporated the concept of CVs in its list of research priorities for 2018-2020. Despite the need to a better understanding of the role of CVs in sustainable consumption, there is currently no review paper that collates the findings in relation to the effect of CVs on green consumption. Therefore, the purpose of this study is to report on the current empirical literature on CVs in green consumption context.

Methods

A structured literature review approach (Massaro et al. 2016) was adopted, in which articles were identified based on three key criteria: Quality (articles published in peer-reviewed journals, graded Q1, Q2 and Q3 in Scimago journal quality list); time period (2011 -2019); and variables under study (effects of CVs on green consumption). The online databases EBSCOhost, ProQuest, Scopus, Science Direct and Web of Science were searched using the key words 'consumption values/customer value/perceived value', 'green products/eco-friendly products' and 'green consumption/environmentally sustainable consumption'.

Results and Discussions

The studies identified were undertaken across high income (HI), middle income (MI) and low income (LI) countries based on the World Bank (2019) classifications and in a range of green products. Only two models (Biswas & Roy, 2015b; Koller et al. 2011) incorporated both antecedents (i.e. environmental attitude and consumer innovation) and consequences (i.e. loyalty intention, purchase intention and willingness to pay premium) of green offering-related CVs into a single framework. Three main gaps in this literature can be discerned: Firstly, the set of seven CVs in green consumption have not been comprehensively incorporated into a model. Most of empirical investigations are limited to functional, social and emotional value of green offerings, ignoring the role of ecological CVs in environmentally conscious shopping behaviour. Secondly, while existing literature has investigated various green offerings, there is a lack of empirical research into energy-efficient appliances (EEAs). This green product

category is growing in prominence among households globally (Baldini et al., 2018; Nguyen et al., 2017; Trotta, 2018), due to increasing electricity prices and pressure to reduce greenhouse gas emissions globally. Thirdly, empirical research into green consumption in emerging countries of South Asian region, such as Bangladesh, Pakistan and Sri Lanka is lagging. This review consolidates our understanding of green-offering related CVs. It also provides directions for future research to study these CVs in a more comprehensive framework. Such research is warranted given the need to accelerate green consumption globally.

Table 1. Empirically studied consumption values based-models in green consumption

Ref	Context	Dimension of CV	Antecedent	Consequence	Limitation	Product
Koller et al. (2011)	HI (Austria)	EcV, EmV, FV, SV	EgV	Loyalty intention	Limited antecedents & consequences	Hybrid car
Lin & Huang (2012)	HI (Taiwan)	CV, EmV, EpV, FV, SV	NA	Green purchasing behaviour	No antecedents constructed	Generic green products
Hur et al. (2013)	HI (USA)	EmV, FV, SV	NA	Green product satisfaction & loyalty	No antecedents constructed	Hybrid car
Hur et al. (2015)	HI (USA)	EV, FV, SV	NA	Green product satisfaction & loyalty	No antecedents constructed	Hybrid car
Lee et al. (2015)	HI (New Zealand)	EmV, EpV, FV, SV	N/A	Place identity, envir. attitude, Sustain. Con- sumption beh.	No antecedents constructed	Green residence
Biswas & Roy (2015a)	MI (India)	CV. EgV, EpV, FV, SV	NA	Green purchasing behaviour	No antecedents constructed	Generic green products
Biswas & Roy (2015b)	MI (India)	CV, EeV, EpV, SV	Envir attitude, consumer innovation & situational factors	Green purchase intention & willingness to pay premium	EmV and FV excluded	Generic green products
Gonçalves et al. (2016)	HI (Portugal)	CV, EmV, EpV, FV, SV	N/A	Green purchasing behaviour	No antecedents constructed	Generic green products
Awuni & Du (2016)	MI (China)	CV, EmV, EpV, FV, SV	NA	Green purchasing intention	No antecedents constructed	Generic green products
Biswas (2017)	MI (India)	EgV, EmV, FV	NA	Green purchasing behaviour	No antecedents constructed	Green electronic products
Jamrozy & Lawonk (2017)	HI (USA)	CV, EmV, EpV, FV, SV	NA	Green purchasing intention	No antecedents constructed	Eco-tourism

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The impact of product recall contexts on brand equity and choices

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Abstract:

This paper explores how variations in selected product recall contexts impact on key postproduct recall metrics. The research is conducted by using a three-stage choice experiment which manipulates the brand enduring the recall crisis, severity of the crisis and the organisation's response to the product recall. The impacts are assessed through analysis of differences in pre and post-product recall of consumers' brand equity perceptions and choices. Findings suggest higher equity brands do not suffer more than lower equity brands in terms of reduction of brand equity and consumers switching to alternatives. Both the severity of the product crisis and organisational responses impact on both brand equity and post-recall consumer choices. Although there is some impact on brand equity the impacts on consumer choices are more profound. Further, the impact of organisational response on consumer choices seems to be greatest when the severity of the product recall incident is high.

Keywords: Product Recall, Brand Equity, Choices

Introduction and Research Aim

The impact of product recalls in the food industry is increasingly relevant given the increased incidence of product recalls. In Australia, the number of food recalls rose from 55 in 2009 to 100 in 2018 (FSANZ). Similarly, food recalls in the U.S. increased by 10% between 2013 and 2018 (PIRG). The increase in recalls is likely driven by increasingly complex supply chains, advances in product testing, heightened consumer awareness and the growing use of social media. Recalls create significant risks for the organisation, including increasing costs of litigation, replacement of defective outputs, re-engineering of manufacturing processes and impacts on brand equity (BE) and consumer choices. These costs typically vary with recall contexts including brand strength, incident severity and organisational responses.

While the costs of litigation and process re-engineering can be reliably constructed, the impact on BE and consumer choices is more problematic. The aim of this research is to analyse potential variations in brand equity *and* consumer choice impacts across different product recall contexts. We address two research questions in line with this aim:

RQ1: Do product recalls impact differently on brands with different brand strength? **RQ2:** How do product recall characteristics such as incident severity and organisational responses impact on post-crisis BE *and* consumer choices?

Background and/or Conceptual Model

BE measures are based on operational measurements of BE components following Aaker (1991), Keller (1993) and Agarwal and Rao (1996)) while choices are based on changes to brand value represented in Keller and Lehmann (2006). Research on the impact of brand strength is mixed with some research showing stronger brands ride out crises better than weaker brands (Rhee and Haunschild (2006), Lisjak and Gardner (2012), Kyung_Ah and Mayukh (2015)) while other research (Roehm and Brady (2007), Cleeren, Dekimpe and Helsen (2008)), shows the opposite. Further research (Korkofingas and Ang (2011), Trump (2014)) demonstrates incident severity and/or organisational responses impact on BE.

Methodology

This research uses a 3-stage choice experiment; Stage 1 involves initial measurements on BE and 8 choice scenarios. Stage 2 involves a hypothetical product recall incident; Stage 3 involves post-recall measurement of BE and 8 choice scenarios (identical to Stage 1). The stages were sequentially presented in a survey booklet to randomly selected students from a marketing course at an Australian University.

The product category used was cream cheese with three real brands (Kraft (K), Woolworth's Select (WS) and Woolworth's Homebrand (HB)). BE was measured by summation of three separate scales (1-7); Trust, Reliability, Quality. There were 8 choice scenarios with brands characterised by three attributes each with two levels (price, fat content, product type). The product recall experience (Stage 2) involved a mock news article/product recall notice containing recall incident details (severity, problem source and corrective actions). Three context variables were experimentally manipulated in the mock notice; brand recalled (K or HB), severity of crisis (Contamination (Severe), Discolouring (Mild)) and recovery actions (Full or Partial). 160 respondents were randomly allocated to the 8 context cells (20 to each cell) yielding 1280 choices in stages 1 and 3 (160 respondents* 8 scenario choices).

Results

Brand Strength - The change in BE pre and post crisis for each respondent and the mean change in BE (Δ BE) were determined across all respondents (n =80). The mean Δ BE for the separate product recalls (K – stronger brand, HB- weaker brand) were as follows;

K (15.34, -1.77, **2.53**); WS (13.85, 0.16); HB (10.94, 0.07) $K recall - (BE (pre), \Delta BE, t_{\Delta})$: *HB recall* – (*BE (pre)*, $\triangle BE$, t_{\triangle}): K (16.28, 0.29); WS (13.58, -0.83); HB (10.95, -1.47, **2.02**) In both cases, the recalled brand suffers a significant reduction in BE. In absolute terms, K (stronger brand) has suffered a greater reduction in BE than the weaker brand (1.77 > 1.47)however in relative terms, the reverse is true (1.77/15.34 = 11.41% vs 1.47/10.95 = 13.42%)

For choices the corresponding figures are; (Brand, (%Choice Pre, %Choice Post, \triangle Choice)) **K recall** -: K (58, 37, **-21%**); WS (33, 51, 18%); HB (9, 12, 3% **HB** recall – K (55, 56, 1%); WS (31, 35, 4%); HB (14, 9, -5%)

The stronger brand endured a greater absolute reduction than the weaker brand (21% to 5%) although in relative terms the losses are comparable (36.2% = 21/58 (K) vs 35.7% = 5/14)

Incident Severity and Organisational Response – Incident severity (Serious (S)/Mild (M)) and organisational response (Full (F) /Partial (P)) have two levels. Table 1 entries are mean ΔBE or post recall choice % for the brand having the product recall. For S, M, F and P columns n=40 ($\triangle BE$) and n=320 for Choices. For S&F etc. n=20 ($\triangle BE$), n=160 for Choices

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BE/Choices	Brand	S	M	F	P	S&F	S&P	M&F	M&P
ΔΒΕ	K (-1.77)	-3.23	-0.33	-1.30	-2.25	-2.85	-3.60	0.25	-0.9
ΔΒΕ	HB (-1.48)	-2.27	-0.67	0.65	-2.30	-1.60	-2.95	0.30	-1.65
Choices	K (37%)	36%	39%	44%	30%	48%	24%	41%	37%
Choices	HB (9%)	9%	9%	12%	6%	16%	3%	10%	8%

Table 1 – Post Recall ABE and Choice % Across Product Recall Contexts

For both brands, the severity of the incident (S/M) impacts significantly on BE but not on choices. Organisational response (F/P) affects BE especially for the weaker brand (HB). Considering the pre-recall BE's, the impact on BE of a serious incident or a partial organisational response is *relatively* greater for the weaker brand. Severity has little impact on choices for both brands in contrast to organisational response which significantly impacts. The final four columns show the impact of the interaction of severity and organisational response. The highest reduction in BE occurs with a serious incident and only partial response. The highest choice %'s for both brands occur with a full response to a serious incident.

Implications for Theory and Practice

The results show the impact of a product recall on BE and choices will affect strong and weaker brands similarly in relative terms. This conflicts with theories suggesting stronger brands insulate organisations from product recall brand damage or contrarily stronger brands will incur greater damage due to greater expectations. There is a disconnect between impacts on BE and impacts on choices. Academics should include choices in their studies of product recalls to provide more objective and managerially relevant estimates of the impact of product recalls. The evidence shows incident severity impacts as expected and organisational response can reverse some brand damage and minimise switching. This is particularly true for serious incidents. In these cases, managers need to respond fully to prevent significant brand damage.

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Consumers' personal values towards green consumption: A review

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Abstract:

This paper reports on a structured review to synthesize the literature on consumers' personal values (CPVs) towards green consumption. The review identified 14 empirical studies, which modeled green offering-related CPVs. The studies capture three unique values such as altruistic, biospheric, and egoistic. They also reveal the value-action gap in green consumption, i.e., even consumers with strong environmental concern (i.e., altruistic and biospheric consumers) do not show the consistent preferences towards green purchasing. The review highlights that empirical research into green consumption in newly industrial countries of Asian region, such as China, Malaysia, and Singapore is lagging. This review contributes to the literature on CPVs in relation to green consumption. It also indicates to green marketers strategies on how to enhance marketing strategies by drawing on CPVs.

Keywords: Consumers' personal values, green consumption, review

Introduction

Consumption activities of people around the world exacerbate environmental degradation (Yadav et al., 2019). Accordingly, a shift toward green consumption has, in recent years become a key priority of global organisations such as the OECD and the UN (Nguyen et al. 2017). However, consumers are still reluctant to participate in pro-environmental behaviours and green purchasing due to the conflict between collective social gains (environmental protection) and self-interests (high price and inferior performance of green offerings) (Nguyen et al. 2017). A good understanding of consumers' personal values (CPVs) towards green consumption may be particularly important due to the previously outlined conflict between pro-social and self-centred benefits of green consumption (Verma et al., 2019).

CPVs refer to as 'personal beliefs that consumers hold with respect to themselves and the personal goals (i.e., needs and desires) for which they strive' (Schwartz, 1994). CPVs-based models in environmentally sustainable consumption mainly emphasis the Value-belief-norm (VBN) theory (Stern, 2000) in explaining the association between CPVs and green consumption. The theory suggests the role of three key CPVs in predicting pro-environmental behaviours. Such values are: 1) altruistic values – personal beliefs emphasising the welfare of others; 2) biospheric values – personal beliefs emphasising environmental protection and the biosphere itself and 3) *egoistic values* - personal beliefs emphasising the self-centred benefits. By understanding consumers' personal beliefs concerning green consumption, green marketers and retailers can find the ways to enhance green consumption. Because, consumers' personal beliefs known as 'values' is the root causes of their purchasing behaviours (Stern, 2000). Despite the preceding arguments, there is no review paper that specifically collates the existing findings in relation to CPVs towards green consumption. This is the gap in the literature. We answer the recent calls made to review the literature on CPVs in green consumption context (Verma et al., 2019).

Methods

A structured literature review approach (Massaro et al. 2016) was adopted, in which articles were identified based on three key criteria: (1) Quality (articles published in peer-reviewed journals, graded Q1, Q2, and Q3 in Scimago journal quality list); (2) time period (2000 -2019) and (3) variables under study (CPVs in relation to green consumption – altruistic (Av), biospheric (Bv), egoistic (Ev) values). The online databases EBSCOhost, ProQuest, Scopus, Science Direct and Web of Science were searched using the keywords 'altruistic values', 'biospheric values', 'egoistic values', 'green products/eco-friendly products', and 'green consumption/environmentally sustainable consumption'.

Results and Discussions

The structured literature search yielded 14 empirical studies, which are summarised in Table 1. The studies identified were undertaken across high income (HI), middle income (MI) or low income (LI) countries based on the World Bank (2019) classifications and in a range of green products. Two observations about these studies can be made: Firstly, the studies reveal that even consumers with strong environmental concern (i.e., altruistic and biospheric consumers) do not show the consistent preferences towards green purchasing (Becker-Leifhold, 2018; Doorn & Verhoef, 2015; Ojea & Loureiro, 2007). This is known as value-action gap in green consumption context. The green purchasing barriers such as high price, lack of availability, inferior performance, and lack of trust are the leading causes of such gap (Nguyen et al. 2017). Future researchers can adopt the consumption values (CVs)—oriented lens into green consumer behaviour research to bridge such gap, since CVs are the specific motives in enhancing consumer choices for particular offerings. The concept of CVs refers to as consumers'

assessment of the benefits they receive from using a particular offering – functional (quality), economic (value for money), emotional (affective feelings), social value (social credits), conditional value (rewards and promotion), epistemic value (novelty) etc. (Sheth et al., 1991). Secondly, limited empirical research into green consumption has been undertaken in newly industrial countries of Asian region, such as China, Malaysia, and Singapore.

This review consolidates our understanding of CPVs towards green consumption. It also provides directions for future research to study these CPVs (i.e., consumer concern) along with CVs (i.e., product concern) in a more comprehensive framework. Such research is warranted given the need to accelerate green consumption globally.

Table 1. Empirically studied CPVs based-models in green consumption

Ref	Context	Type of CPVs	Key outcome variable	Relationship	Product
Ojea and Loureiro (2007)	HI (Spain)	Av,Bv,Ev	Willingness to pay for green	Av (+),Bv (-),Ev (+)	Wildlife
Jansson et al. (2010)	HI (Sweden)	Bv	Green purchase intention	Bv (+)	Generic green product
Perkins and Brown (2012)	HI (Australia)	Bv, Ev	Interest towards nature- based tourism	Bv (+), Ev (-)	Eco-tourism
Werff et al. (2014)	HI (Netherlands)	Bv	Environmental self- identity towards green purchasing	Bv (+)	Generic green product
Doorn and Verhoef (2015)	HI (Netherlands)	Av,Bv,Ev	Organic purchasing behaviour	Av (-),Bv (+),Ev (-)	Organic products
Han (2015)	HI (USA)	Bv	Ecological world views and visit intention towards green hotels	Bv (+)	Eco-tourism
Perlaviciute and Steg (2015)	HI (Netherlands)	Bv, Ev	Perceived environmental consequences	Bv (+), Ev (-)	Renewable energy vs nuclear energy
Teng et al. (2015)	HI (Taiwan)	Av	Visit intentions towards green hotels	Av (+)	Eco- tourism
Rahman and Reynolds (2016)	HI (USA)	Bv	Willingness to sacrifice for the environment and Visit intentions towards green hotel	Bv (+)	Eco- tourism
Han et al. (2017)	HI (USA)	Av,Bv,Ev	Environmental beliefs and visit intentions towards green hotels	Av (+),Bv (+),Ev (-)	Eco- tourism
Nguyen et al. (2017a)	MI (Vietnam)	Av,Bv,Ev	Attitude towards environmental protection through green purchasing	Av (+),Bv (+),Ev (-)	Energy efficient appliances
Becker- Leifhold (2018)	HI (Germany)	Av,Bv,Ev	Green purchase intention	Av (-),Bv (-),Ev (+)	Sustainable fashion consumption
Verma et al. (2019)	MI (India)	Av,Bv,Ev	Environmental concern and visit intentions towards green hotels	Av (+),Bv (+),Ev (+)	Eco- tourism
Yadav et al. (2019)	MI (India)	Bv	Attitude towards green hotels and visit intentions towards green hotel	Bv (+)	Eco- tourism

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Consumer Culture Theory

Commodifying commemoration: What do Anzacs want?

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Abstract:

In this paper we use data from the National Anzac Centre to highlight a facet of commodified commemoration that has been largely overlooked and yet to be explored. That being opposite sides of the same coin: celebrating all that is positive and endearing of the human spirit, in the context of war and death. Grounded in data gleaned from both participant observation and netnography we reveal significant visitor-thirst for the positive aspects of commemoration. Two unique themes emerge from the data; Firstly, respondent appreciation of the paradoxical ambivalence regarding courage and mateship vis-à-vis violence and suffering. Secondly, respondent appreciation of curatorial efforts to diminish hero-worship and its consequential effect on visitor empathy. The implications of these findings relate to how Australian and New Zealand visitors prefer to consume the *caritas* associated with our most sacred commemorative sites, with corollary implications for architects, designers, curators, marketers and collateral stakeholders.

Keywords: caritas, commemoration, National Anzac Centre.

Introduction and Research Aim

\$25 dollars will get you into the National Anzac Centre (NAC) in Albany, Western Australia. Unlike the Australian War Memorial in Canberra which is free the commodification of the NAC and its reliance on marketing justifies consideration at our conference. Visiting this commodified site also as qualifies as thanatourism. Thanatourism (originally coined by Seaton, 1996) or 'dark' tourism is "the presentation and consumption of real and commodified death and disaster sites" (Foley & Lennon, 1996, p. 198). More recently, scholars have sought to widen this definition to include sites beyond conflict, battlefields and memorials (e.g. Stone, 2006) and allied meanings (see Trauma Tourism - Gross, 2006). Others have focussed on motives, such as Bigley, Lee, Chon and Yoon's ten motivational domains (2010). Then there are experiences, such as how raw emotion supersedes rational curiosity at a dark site (Yan et al, 2016), or how souveniring from such a place is an emotionally immersive experience (Cave & Buda, 2018). Specific studies in dark tourism include marketing (Austin, 2002; Beech, 2001; Brown, McDonagh & Shultz, 2012; MacCarthy, 2017), management and interpretation (Ashworth & Hartmann, 2005), ethics (Clark, 2014), experiences (Biran, Poria & Oren, 2011), methods (Dunkley, 2007; Light, 2017) and concepts (Dunkley, 2015). Yet after two decades of research it would be fair to say the subdiscipline is still in its infancy, as evidenced by a lack of consensus and the current state of definitional flux.

While ghoulish interest and degrees of schadenfreude might be reason enough for some visitors (Buda, 2015; Dunkley, Morgan & Westwood, 2011), this does not fully explain motives for visiting places of Antipodean national significance. Places representing death, suffering and conflict while superficially interesting as commodities (White & Frew, 2013) can also facilitate immersion into all that is noble and gallant about the human spirit. On a macro-marketing level, memorials and visitor centres not only permit validation of one's place in the national fabric they play an important role in defining our national identity (Fitzsimons, 2014; Hall, Basarin & Lockstone-Binney, 2010). On such a macro level it is the significance of self-validation while commemorating others that has, until now been confined to the Anzac experience at Gallipoli and the Western Front (e.g. Cheal & Griffin, 2013). Carried by the Winds of Change... we propose extending this tenet beyond the shores of Europe, while including and honing the Anzac desire for the best of life, in death.

Our data source is the National Anzac Centre (2019); a \$10.6M interpretive facility built atop Mt Clarence in the centre of Albany. It was opened in 2014 and has since received 250,000 visitors. This figure of roughly 140 per day is almost twice the reported visitors to the Sir John Monash Centre near Villers Bretonneux, France (Miller, 2018). Built at a cost of \$104M (ten times the NAC) the Sir John Monash centre and other commemorative sites could well benefit from a detailed study of the NAC.

The aim of this study is to:

Investigate the National Anzac Centre with a view to understanding the motives and experience associated with visitation, vis-à-vis location, provenance and symbolism.

We address two research questions in line with this aim:

RQ1: Why are visitors attending the NAC?

RQ2: What is the experience of visiting the NAC?

Methodology

Given the essence of a heritage experience is experiential, emotion-laden and involves social interaction qualitative techniques preferred by similar peer-reviewed studies were used. Our research was conducted over two phases in late 2018. The first phase consisted of the authors

visiting the NAC on two occasions three months apart for two days each time. Over four days we immersed ourselves as visitors, observing and recording activity (including photographs and video footage) while interacting with both the public and custodians. A combination of ethnographic interaction and semi-structured interviews were used with 21 visitors and 8 staff. This phase was designed to prime and inform the researchers for the second phase, the analysis of two digital data sets. The digital data set comprises 500 random comments mined from a social media scrape using Salesforce's Social Studio (including 533 photographs), and 500 of the most recent comments from the NAC Visitors Book. Using NVivo12 and Leximancer, auto-coding, word maps and sentiment analysis were used to generate 29 themes, of which two were considered worthy of further consideration and publication.

Findings

While the 500 Visitors Book comments are without exception, positive comments the 500 social media comments include 37 with criticisms. Micro-marketing criticisms include the high price of admission and the products sold at the nearby Café, the absence of seating for elderly visitors, and the compulsory introductory patter by staff. Visitor concerns over charging admission were in some cases emboldened by comparisons between the NAC and the Australian War Memorial (free entry). On a macro level two substantive themes emerged;

Theme 1. The Paradox of Emotional Ambivalence

The majority of our Australian and New Zealand respondents visited the NAC as a form of pilgrimage. These 'consumer pilgrims' expect to vicariously empathise with their fellow citizens; both past and present. They do this in veneration of those who willingly risked and/or sacrificed their lives in *caritas* of colleagues and country. This includes war animals who are portrayed and subsequently perceived as loyal and innocent companions. *Caritas*, in this secular context is defined as the combination of three of the four ancient Greek concepts of love; that being *storge* (common or natural empathy), *philia* (friendship among equals) and *agape* (unconditional love for one's God and 'family'). The NAC does not either overtly promote or demote military conflict. Instead, values such a courage, honour, loyalty, innocence, naivety and *caritas* are emphasised. Visitor experience on the other hand, is typified by profound sadness, quiet dignity, wonderment and the valorisation of all that is impressive about the human spirit. We note a common, heightened emotional ambivalence in respondent visitation. Respondents are venerating all that is good about life, in the context of sad and violent death.

Theme 2. Egalitarian Hagiography

Curators of the NAC have deliberately chosen to avoid hero worship, preferring instead a neutral, non-judgemental and egalitarian stance. It is fair to say this calculated and stated position is unusual given the degree of hagiography that exists in other museums. Visitors have embraced this strategy however, reporting being more able to empathise with the characters portrayed as ordinary people caught up in a grand adventure with tragic consequences.

Implications for Theory and Practice

Our findings extend the Gallipoli narrative that Australian and New Zealanders visit commemorative sites for general interest, cultural validation and national identity. It appears Anzac visitors to the NAC also immerse themselves in, and empathise with positive ancestral traits. For some, it is not only the main experience of visiting such a site, but their fundamental interest in commemoration. Such sentiment is therefore critical to the experience. This addition to our understanding of visitor motives has important implications for commemorative architects, designers, curators, incumbent marketers and associated stakeholders.

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Collective consumption in intentional communities

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Abstract:

Collective co-habitation in intentional communities is a growing trend and as more individuals seek a life of sustainability, these communities provide opportunities for value congruent living. Extant consumption concepts offer explanations for collaborative consumption in loosely formed groups, but does not extend to shared, residential contexts. The context of a residential ecovillage illuminates how share value congruence is foundational to the workings of a successful intentional community. This research identifies and develops the concept of collective community consumption (CCC), grounded in the conceptual categories of context, cooperation, consensus, connection, challenges, and conflict and in some ways extends and in other ways counters contemporary collective consumption concepts.

Keywords: collective community consumption, ecovillage, sustainability

Introduction and Research Aim

The nuclear family is no longer the norm as adult-children return to once empty nests, seniors spurn life in traditional retirement homes and young adults form households collectives with partners and roommates. Among these winds of lifestyle changes are intentional communities, i.e. groups of people who live together sharing common facilities and common values (Blue, 2019). This research examines efforts of individuals in a structured intentional community (an ecovillage) as they strive to consume in community through consensus-driven consumption. When ecovillage members consume their daily needs as part of a collective entity, individual agency is subsumed by overarching conscientious, consensus decision-making. We illuminate how ecovillage community consumption sharply contrasts with hyper-individualistic agency and materialist norms of western culture and develop the concept of collective community consumption (CCC) as an explanatory framework for ecovillagers experiences.

Collaborative consumption pre-exists the internet revolution (Marcus and Spaeth, 1978) yet has gained a bigger significance in the light of the latest digital technologies. These technologies allow strangers to share, rent, swap, borrow goods and services (Botsman, 2013) and even invent in collaboration. Gifting (e.g., Marcoux, 2009; Giesler, 2006) and shared (e.g., Belk, 2007; 2010) consumption focus primarily on individual ties or mutually beneficial economic outcomes. Collective consumption theorizing has mainly focused on individuals with shared interests. This research has focused on individuals in unstructured collectives such as brand communities (McAlexander et al., 2002; Schau et al., 2009; Muñiz and O'Guinn, 2001), tribes (Cova and Cova, 2002; Cova et al., 2007) brand cults (Belk and Tumbat, 2005) and brand publics (Arvidsson and Callandro, 2015). Others have investigated the concepts of collectivity in the form of family consumption (Epp and Price, 2008). A structured, collective intentional community creates a distinct context, where residents experience the intimacy of living and embodied interaction together.

Our research uncovers several aspects of collective community consumption that contrast with individual, ad hoc community and family consuming. We ask: How do residents in an intentional community negotiate the tensions between individual agency and community consumption decision making? This paper offers the concept of collective community consumption as an explanatory framework for consensus decision-making among members engaged in a collective co-habitation, and uncovers the complexities of developing, maintaining and facilitating successful collective consumption practices in intentional communities.

Methodology

Our research site is an urban ecovillage (UREV) in one of the most densely populated downtown neighborhoods of a major metropolis on the west coast of the United S. The village consists of two adjacent apartment buildings surrounded by garden plots, outdoor patios, a collective room, a bike room, a tool shed, and an art studio. Systemic ethnographic data collection included semistructured long interviews, participant observations, photography and data from online archives conducted between March 2013 and February 2015. Twenty resident informants (57% of the population) included 12 females and 8 males between the ages 22 and 72 who have lived at the village from 2 months to 16 years. Prolonged and repeated engagement in the community (McCracken, 1988) was established by the first author who was a participant-observant at several

community events including weekly meetings, potlucks, parties, film screenings, book signings, guest presentations and as an overnight guest.

Findings

Themes arising from the data analysis led to the development of our concept of collective community consumption and are grounded in the conceptual categories of context, cooperation, consensus, connection, challenges, and conflict.

Context of the ecovillage is indicative of members' value congruence. The city context of UREV exaggerates contrasts between life at the ecovillage and life outside. Outsiders are characterized as superficial, consumption-oriented, obsessed with material possessions, driven by conspicuous consumption whereas UREV members favor anti-consumption, low carbon foot-print and an anti-establishment philosophy. Ecovillage members live in constant contact with like-minded others and expectations to maintain communal values can be challenging.

Cooperation is often enacted as contribution, the ongoing necessary engagement with the community for its survival (Marcus and Spaeth, 1978). Contributing to the community with material or symbolic resources is necessary for its survival. However, there are no written rules as to what the nature of these contributions and engagements should be. This lack of specificity of participation means members are not always certain what they should do. As one informant recalls, "I think that we're not always clear about what it is that we need and want from people." Member commitment to success of the collective means continually adapting to new ways.

Consensus decision-making is common among ecovillages (Hong and Vicdan, 2016). The community does not make any decisions against the will of an individual or minority and the whole group works to find solutions that address everyone's concerns. Another informant explains "...in the end, the decisions are better decisions, there's more buy-in. There is more social cohesion in the community, and healthier culture." The UREV consensus process honors personal agency while privileging village mission and values.

Connections emphasize the importance of the group over individual action and identity in the community. Ecovillagers intentionally join the community, embracing the values of shared ideals and goals (Van Schyndel Kasper, 2008) and commit to a moral responsibility to the community and its members, demonstrating an intrinsic connection toward others in community.

Challenges faced by the ecovillage members take many forms: finding time and energy to commit and contribute to the village, personal transportation without a car in a very car-centric city, sourcing local organic food, reducing one's carbon footprint, and getting along with other members. Sometimes members compromise the UREV anti-capitalist, sustainable and eco-friendly consumption practices and values for expediency.

Conflicts develop between individual needs and the requirements of the community. Resources used to sustain the community limit possibilities for individual projects. Continual contact among those in conflict mean tensions continue to fester.

Contribution to Theory

Markers of brand communities, tribes and brand cults were evident in the ecovillage context. Consumption concepts of sharing, gifting and collaboration were evident in our conceptual categories of cooperation and connection. Political ideological and responsible consuming concepts were evident in the consensus conceptual category. We offer the CCC concept to fill the gap in the community and consumption literature by extending and contrasting consumption (consensus decision making) in a community (ideological co-housing) in a "collective enterprise" (Epp and Price 2008, p. 50) other than the family.

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Sociality, commerciality and spaces: Airbnb as heterotopia

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Abstract:

This study draws upon heterotopia and liminality to examine home-sharing spaces as means of creating new modes of social ordering. By presenting a phenomenology of sharing experiences, the findings indicate that despite hosts' efforts to create utopic sharing spaces, guests experience them as liminal playspaces. Methodologically, this study conducts 24 semi-structured depth interviews with Airbnb hosts and guests. Conducting a back-and-forth abductive approach to the data highlights how space, place and sociality are conceived and managed by the participants. The findings reveal three paradoxical performances; 1-territoriality and freedom, 2- inclusion and exclusion, and 3- alone together that enable spatial transformations.

Keywords: Airbnb, Heterotopia, Space

Bifurcations: Conceptualising adjacent markets through boundary objects

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Abstract:

This paper investigates how markets diverge into new forms of organizing, by splintering into parallel or adjacent markets. We coin the notion of market bifurcations to conceptualize how variations in consumption assemblages emerge in response to contingent sets of situational impositions. Empirically, we study the bifurcations leading to the emergence of adjacent types of boardsports, including surfing, kitesurfing, windsurfing, and stand-up-paddling (SUP). While each of these parallel activities shares some version of the primary assemblage -waterperson-board— each variation developed into distinct markets, including unique sets of actors, brands, and consumers. By studying how slight variations of boardsports became distinct and distinctive, this study contributes to our understanding of market formation by conceptualizing adjacent market emergence via boundary- and signature- objects.

Keywords: Bifurcations; market emergence; adjacent markets

Bleed

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Abstract:

Modern marketplaces afford abundant opportunities to access alternative realities. Hiking, pilgrimages and rafting, but also videogames, virtual reality, and live-action role-playing offer extraordinary experiences, which hinge on a narrative consumers interpret and appropriate. Current investigation, however, either overlook the narrative element of extraordinary experiences in favour of embodied aspects, or focus on disneyfied narratives of happy endings, rather than on the complexities of transportation, transformation, and transmutation as depicted in literary studies. We challenge these assumptions through an ethnography of live action roleplaying (LARP), where consumers assume the roles of invented characters and act out their story with some degree of freedom in an imaginary space and time. Our findings lead to the emergence of bleed, a multi-faceted feeling of distress for being disembedded, disembodied, and disempowered from the narrative world. We document the practices consumers enact to cope with the different facets of bleed, and discuss its cathartic power.

Keywords: Bleed, consumer culture, narrative worlds, live-action role-playing (LARP)

Introduction, Conceptual Overview, and Research Aim

Accessing an alternative realm beyond the everyday has captured the imagination for centuries. Fascination with fantasy worlds and fictional universes continues to the present day—and consumer experiences with real or virtual places offer a new frontier for innovative companies (Pine and Gilmore 1999). Postmodern consumer society is fraught with opportunities to join another realm—whether it is the decelerated experience that a Camino de Santiago pilgrimage promises (Husemann and Eckhardt 2019), or immersion into the fantasy of *Game of Thrones* by means of a live action role-play (henceforth LARP). To return from these extraordinary experiences, consumers pay a price however, which few consumer researchers (e.g., Price and Arnould-Price 2018) address in much depth. Emphasis is placed on "disneyfied narratives of happy endings" (Kjeldgaard and Bajde 2018), rather than on the complexities of transportation, transformation, and transmutation as depicted in literary studies (Campbell 2008; Mendlesohn 2008) and as experienced by consumers.

This research aims at unearthing the transmutating consequences of passage from extraordinary experience to everyday life, drawing on transportation theory (Gerrig 1993; van Laer et al. 2014). This theory uses travel as a metaphor for understanding the consumer experience of delving into and emerging from a "narrative world" that an extraordinary experience evokes. Understanding the reemergence from a narrative world consists of unpacking the physical and emotional transmutation that often demarcates the two separate realms—the narrative and the everyday world. The principal aim of this research is thus:

To chart the negative outcomes, both cognitive and emotional, that leaving intensely lived narrative worlds produce.

We address two research questions in line with this aim:

RQ1: What consequences does the act of coming back from the narrative world produce?

RQ2: What practices do consumers enact to cope with these self-inflicted consequences?

Methodology

We conduct an ethnography of live-action role-playing (LARP) games between August 2015 and February 2018. LARP is an intense type of narrative consumption in which participants live like their characters and interact continually with fellow players to create a collectively interpreted narrative within a physical space over the course of hours or even days (Orazi and Cruz 2019; Seregina 2018). We summarize our research program in the *Appendix*.

Our analytical strategy involved repeated iterations of interpretation and reinterpretation across units of analysis and three stages (Strauss and Corbin 1990), using open coding, axial coding, and selective coding to construct the core categories.

Findings

Our theorizing fleshes out the process through which players enter, live-act-play, and leave the narrative world. In this conference paper, we solely focus on charting the types of bleed returning from the narrative world causes, and the practices that players enact to cope with these bleeds. This act of returning from the narrative world provokes a multifaceted form of transmutilation (Price and Arnould-Price 2018) emically termed "bleed": "Bleed is experienced by a player when her thoughts and feelings are influenced by those of her character, or vice versa. With increasing bleed, the border between player and character becomes more and more transparent. (http://jeepen.org/dict/)". Our findings show that bleed is a multi-faceted, unintended, uncontrollable consequence of an intense narrative experience that Mattia (2016, Facebook post) compares to a bad memory or a disease when asking "will it go away? Is there a cure?"

Disembedding bleed is fathomable as a sense of spatiotemporal nostalgia for the narrative world that existed only for the duration of the LARP and as a sense of depression for the inability to access it to consume the remaining narratability (Russell and Schau 2014). Consumers cope with this bleed seeking out and consuming the original narrative inspiring the event or similar cultural products (i.e., within-genre compensation) and situating their narrative experience within or without the original narrative (i.e., narrative remediation).

Disembodiment bleed reflects consumers' awareness that they are now separated from their and other characters in body but not in mind. Consumers try to cope with this bleed by achieving closure for their characters, for instance by completing their storylines using milder media such as diaries, or by symbolically killing them (i.e., character resolution). Consumers also need to cope with the overlap between their identities and that of characters (i.e., identity integration), and the para-social relationships developed with other characters within the game, often very different from the actual people that played them (i.e., para-sociality management). Disempowerment bleed refers to realizing that everyday life pales in comparisons to the intensity of the experience and the agency over the narrative world explored. To cope with disempowerment bleed, consumers engage in compensatory consumptions aimed at reducing this self-discrepancy, and by actively regaining agency over various domains of their life that too often fall into routines, a practice emically termed breaking loops.

Being able to cope with the different facets of bleed ultimately allows catharsis and the ability to draw meaningful learnings from the experience, while being able to erect impermeable boundaries between the narrative world and everyday life.

Implications for Theory and Practice

Refining a specific construct and establishing its relationship with other constructs are important conceptual contributions (Fischer and Otnes 2006). Our contributions lie in conceptualizing bleed, identifying the differences between three types of bleed, and introducing the ways in which consumers cope with these types in the context of LARP. While LARP is called a game in everyday vocabulary and the popular press, we view it as extraordinary experience of a narrative world rather than gaming as sociologists (Williams, Hendricks, and Winkler 2006) see it. Doing so enables us to document the difficulties that returning from narrative world causes and the strategies consumers develop to cope with these difficulties. In this way, we advance scholarly understanding of these alternative consequences of leaving narrative worlds that not only have applicability to the broader domain of extraordinary experiences, but also can inform future consumer reactions to alternative worlds accessed through augmented and virtual reality.

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Appendix: Research program

Methods	Field Site	Data	Purpose	
Pilot interviews	Dracarys (2016)	32 transcripts (68 doublespaced pages)	Understanding consumers' profiles and their motivations to attend branded LARP	
Participant observation	Dracarys (2016); Conscience (2018)	108 hours; field notes (24 double-spaced pages)	Developing an intimate understanding of the experience	
Audiovisual materials	Dracarys (2016); Conscience (2018)	407 photos; GoPro videos (4 hours; point of view)	Recording the naturalistic observation of the material space and the participants' bodies	
Interviews	Dracarys (2016); Conscience (2018)	17 transcripts (196 doublespaced pages)	Mapping participants' preparation for, engagement in, and aftermath of the experience	
Consumer diaries	Conscience (2018)	7 diaries (50 doublespaced pages)	Delving deeper into the meanings participants ascribed to the distressing experience after having participated in it	
Netnography	Websites and Facebook groups of <i>Dracarys</i> (2016) and <i>Conscience</i> (2018)	2,628 double-spaced pages	Documenting life before the experience Becoming familiar with the emic terms and their use	

Role of culture in defining privacy paradox

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Abstract:

This paper investigates the concept of privacy paradox and the ensuing dilemma of personal information disclosure in the context of online services and e-commerce. The individual privacy concerns are analysed through the lenses of culture and personal values to determine the impact of personality on disclosure decisions, including national culture. This paper explores the relationship between privacy, personal values and culture to understand how people engage in online disclosure decisions. The study also examines why people demonstrate contrasting ideologies pertinent to the interpretation of privacy. Thirty in-depth interviews were conducted with respondents of 15 countries on grounded theory methodology. The findings included recognising two contrasting personality types in addressing privacy paradox and an innovative doctrine pertinent to national culture, forming a new paradigm as Asia index. Also, the study was able to provide an extension to Hofstede national culture framework by including confidentiality as a new dimension.

Key words: privacy paradox, culture, online disclosure

Introduction and Research Aim

Privacy paradox demonstrates the dilemma faced by customers in disclosing personal information online (Kokolakis, 2017). Online privacy infuses a significant impact on consumer behaviour, as personal security is vital for effective engagement with e-commerce (Park, Yap & Makkar, 2019). A firm needs to address the privacy concerns of the customers considering online disclosure due to increased risk of data breach and manipulation (Tao et al., 2019). Culture and personal values can be recognised as an essential archetype which influences the online behaviour and decisions of customers (Bi, 2019). Therefore, analysing how individuals in different countries and cultures respond to privacy will provide greater insight to researchers in understanding the matters concerning the online environment (Martin & Murphy, 2017).

Why is this doctrine of privacy paradox exist? We emphasise on investigating the rationale for the dilemma between customer expectation and the actual behaviour pertinent to disclosing personal information online. In addition, the study explores the influence of culture and personal values on individual concerns for online privacy. However, in spite of past and present studies on the concept of privacy many scholars admit to being unable to agree upon a commonly accepted definition (Stamolampros et al., 2019; Wu, 2019). Moreover, the matter of managing online privacy and customer cognition pertinent to the level of information disclosure is largely open for research (Acquisti, Brandimarte, & Loewenstein, 2018; Adorjan, & Ricciardelli, 2019; Barth et al., 2019). Therefore, considering the gaps mentioned above in the literature and addressing the call of many scholars, this study focuses on examining privacy paradox with a broader magnitude, including culture and personal values.

The aim of this study is:

To identify the facets leading to the creation of privacy paradox with specific emphasise on culture and personal values pertinent to information disclosure online.

Three research questions are addressed in line with this aim:

RQ1: How does the privacy paradox influence information disclosure online?

RQ2: What is the influence of culture on shaping individual concern for privacy?

RQ3: What is the impact of personal values on information disclosure decisions?

Methodology

This research applies qualitative technique considering the exploratory nature of the research questions. In line with this thinking, grounded theory methodology is used as this technique encompasses a foundation for generalising complex problems through an effective data analysis advocating a logical solution (Bryant & Charmaz, 2019; Glaser & Strauss, 1967). The concept of privacy originated through the social context where the behaviour of a person is infiltrated with an intricate social paradigm shaping the personal attitude towards privacy (McNealy & Mullis, 2019). This study considers online banking as the premise for exploring the relationship between culture and privacy and conducted 30 in-depth interviews with respondents covering 15 countries (14 Australians and 16 Asians representing 12 countries). A data flow diagram was developed after each interview on a separate sheet to identify the key variables, issues and themes. The coding was carried out through a line by line analysis of the data identifying and labelling key themes. The data was analysed using the approach recommended by Charmaz (2014, 2017) where the process of open-coding, focused coding and axial coding was used to build categories and theoretical themes. Finally, two core themes of privacy pragmatists and privacy unconcerned emerged based on the difference in attitude and the nationality of the respondents manifesting the path for a new doctrine which we present as the concept of confidentiality, a new dimension extending the national culture framework of Hofstede (2011).

Results, Discussion and Contributions

Results and discussion of this study are in line with the two core themes of personal privacy and with the ideas of Fang (2010) in extending the national culture. Firstly, the respondents demonstrated a similar philosophy to the consumer classification introduced by Westin (1991, 2003) where Australian respondents indicating a behaviour in line with the thinking of privacy unconcerned and Asian respondents with an ideology similar to privacy pragmatists. The Asian respondents demonstrated the characteristics of privacy pragmatists as they always analysed the impact of information disclosure on the premise of rationality with a comparison of relative cost and benefit (Barth et al., 2019). In contrast, the Australian respondents indicated an impersonal attitude towards privacy similar to privacy unconcerned category where they believed that disclosure of personal information is part of the system and any repercussion will be addressed by the relevant authority in concern. (Jensen, Potts, & Jensen, 2005).

Secondly, the findings are consistent with 4 of the 6 dimensions pertinent to the national culture framework of Hofstede (2011) and the index scores assigned to each country (Hofstede Insights, 2019). Thus, Australia reflects very high polarisation and contrasting index scores compared with the individual 12 Asian countries. The 12 individual countries indicated similar index scores on the four dimensions with exact contrasting scores to Australia. Hence, facilitating with the grounded theory principles on originality we created a new category, "Asia" by combining the individual index scores of the 12 countries to arrive at an average score to provide a uniform index for Asia to compare with Australia (Table 1).

Finally, it is evident that the individual attitude towards privacy can be defined with the inclusion of the concept of *confidentiality* in differentiating national culture based on the impact of information disclosure and privacy paradox. Australia indicates privacy unconcerned ideology in contrast to the Asian thinking, which reflects the characteristics of privacy pragmatists. Therefore, this study assigns a low score for Australia and a high score for Asia, considering the proposed *confidentiality* dimension based on the attitude of the respondents.

Table 1 – National culture comparison between Australia and Asia

Country	Power distance	Individualism	Long-term orientation	Indulgence	Confidentiality
Australia	36	90	21	71	Low
Asia	71	26	62	29	High

Implications for Theory and Practice

This research contributes to theory by (1) introducing a new classification for privacy based on national culture inculcating attitude towards privacy with personal values, (2) attributing consistency to the present theory on the practice of national culture by establishing a common theme for Asian culture and (3) proposing an extension to the Hofstede framework by introducing the 7th dimension of *confidentiality* which denotes the contrasting behaviour of privacy unconcerned and privacy pragmatists through the lenses of national culture on privacy.

There are three areas of managerial implications that contribute to practice: (1) firms can design flexible guidelines for online information disclosure recognising the privacy concerns of individual customers, (2) develop systems accommodating the national culture and inherited values of customers irrespective of the culture of the country of residence and local conditions to enhance customer satisfaction and (3) enhance the knowledge of customer service staff on profiling customers through the lens of *confidentiality* and consider national culture and attitude towards privacy as key elements in managing inquiries to ensure service excellence.

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Exploring and theorising problematic idealised female bodies

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Abstract:

We examine a contemporary version of the idealised female body, the 'athletic ideal', characterised by an emphasis on toned abdominal muscles, thin waistlines, well-rounded buttocks and very low body fat. In an evolving social media landscape where unachievable messages about women's bodies as simultaneously slim, strong and empowered proliferate, how might we theorise the ambiguities and multiplicities encompassed in the body projects required to produce this most contemporary 'athletic ideal' body?

Our results illustrate how young women's continued self-surveillance and discipline is derived from the apparently empowering discourses of third wave feminism. Their sense making strategies illuminate how complex contradictions are managed and reconciled within consumer identity negotiations including the use of protein powders to manage hunger.

Keywords: Athletic ideal female body; Instagram Influencer; Third Wave feminism

Introduction and Research Aim

The challenge of how to best theorise issues related to the idealised female body has long occupied feminist researchers. By adopting a focus on embodiment, we recognise discourses shaping these ideals evolve over time and are subject to myriad contradictory influences (see, Brace-Govan & Ferguson, 2019 for discussion). Here, we examine a contemporary version of the idealised female body, the 'athletic ideal', characterised by an emphasis on toned abdominal muscles, thin waistlines, well-rounded buttocks and very low body fat. To investigating the lived body project these discourses shape, we cannot ignore social media's radical impact on the production, dissemination, and interpretation of ideal bodies (Gurrieri & Drenten, 2019). Indeed, as Karlyn (2010) argues, "popular culture infuses the world in which today's young women live, and the face of feminism today, for better or worse, is being written across media culture" (p. 7; also see Cocca, 2014). In an evolving social media landscape where unachievable messages about women's bodies as simultaneously slim, strong and empowered proliferate, how might we theorise the ambiguities and multiplicities encompassed in the body projects required to produce this most contemporary 'athletic ideal' body?

The aim of our study is:

To gain a more granular picture of young women and their negotiated understanding of the athletically ideal body, providing insight into how participants gained, earned, or assigned an ideal athletic body to themselves and others, thus obtaining a deep and rich insight into their meaning making processes.

Background and/or Conceptual Model

We begin by placing this 'ideal athletic' body at intersection of contemporary discourses pertaining to young women's body management and suggest there has been an important shift that requires critical evaluation. Then we present some key initial theoretical concepts. Inspired by Thorpe et al (2017), we consider specific understanding of postfeminism, third wave feminism, neoliberalism and a contemporary theorisation of feminine subjectivities as a lens to understand this athletic ideal body. Whilst the incorporation of three conflicting perspectives is ambitious, we see this discussion as central to revealing some of the complexities and contradictions in both the operations of embodied gender discourses and contemporary theorising of the production of new femininities.

Methodology

By focusing on young women's negotiated understanding of the athletically ideal body, our methodology adopted an interpretive approach to specifically address how participants gained. earned, or assigned an ideal athletic body to themselves and others. Thus obtaining insight into their meaning making processes. A sample of fourteen young New Zealand women between the age of 18-24, who have been actively using a protein supplement for the last six months or longer were recruited for the study to illuminate how they unify global discourses through performances of their 'athletic ideal' body quest.

To facilitate disclosure, the research design was divided into three stages. Firstly, participants completed a reflexive diary recording their behaviours, activities, and experiences surrounding their body project and the consumption of protein supplements (totalling 92 single spaced pages of text and images). Secondly, an in-depth semi structured interview probing content from the diaries was conducted (totalling 223 single spaced pages of text). Lastly, participants brought a minimum of three images to the interview as an elicitation task, one of someone who they deemed to have the ideal body, another of themselves where they feel they are or were closest to their own ideal body and another of themselves that diverges from this ideal self-assessment. All research participants chose an Instagram influencer as their ideal athletic body image thus

naturalistically facilitating discussion of Instagram influencers' role in the ideal athletic body discourse. This gave visual structure to ideal athletic and less ideal bodies (totalling 47 images). Data were systematically examined using a hermeneutic and iterative approach (Braun and Clarke, 2006). To promote rigour, we compared field notes and observations after each interview and used independent peer coding. Data analysis commenced with the interview transcripts and triangulated through diary entries and image commentary.

Results and/or Discussion and Contributions

Our integrated analysis of how physically active young women describe and explain their body projects generated four themes. Firstly, we identify how the **constant striving** and the critical self propels this impossible body project, in spite of discourse modifications that focus on empowering muscles and toned physiques in accordance with the #fitspo culture and third wave feminism. The next theme demonstrates how **misplaced empowerment**, within the wider cultural image, as presented on Instagram, is sought and whether or not this is viable for each participant's body. In their quest for this 'athletic ideal', participants **know gnawing hunger** and thus they are drawn to protein powders, encouraged by Instagram Influencers, to assuage this need. However, the purchasing process exposes the stigma of protein powders driving participants to specific marketing channels. The contradictions and conflicts experienced by the participants are revealed through analysis of their **conflated language to manage tensions and contradictions**. We present a word map, which illustrates the slippery nature of language; terms are muddled despite significant difference in linguistic definition, to ease tensions arising from negotiating these conflicting dynamics.

Our discussion considers and integrates conflicting discourses; the discourse of empowerment that is embedded in the third wave feminism and its co-optation into contemporary femininities, the discourse of postfeminism that declares a break from prior feminist politics to herald the final perspective, the individualism of neoliberalism.

Implications for Theory and Practice

Our first contribution is a detailed explication of the intertwining practices required to serve this new evolution in feminine body management projects that resonates with postfeminism, third wave feminism and neoliberalism. The second contribution is to critically reflect on the implications of this in theorising women's (self-)empowerment and resistance and argue for fourth wave solidarity across the diversity and fluidity that is intersectional to identify clear goals for women's collective empowerment. Our managerial implications recognise that this ideal athletic body shape sitting at the nexus of these discussions is largely unattainable, and potentially deleterious to women's health and wellbeing and therefore suggests the urgent need for a new public health campaign that challenges the social media influencers and their pernicious ideas.

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Employer perspectives on CV-building through volunteer tourism

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Abstract:

Despite criticism, the volunteer tourism marketplace continues to be fuelled by the promise of "CV-building", in which consumers are exhorted to develop their employability through volunteer tourism and interpellated into an instrumentalist logic of consumption. Yet less attention has been paid to whether and how practices of volunteer tourism are valued by employers. Addressing this missing perspective, this paper draws on critical discussions of neoliberalism to analyse interviews with graduate employers. Our analysis finds that volunteer tourism does not necessarily lead to job competitiveness. While employers generally inferred soft global citizenship in job applicants who had volunteered abroad, there are two caveats: first, employers expect a degree of critical reflexivity about volunteer tourism activities; second, volunteering abroad did not confer an advantage over other types of localised extra-curricular experience. These caveats invite a critical reconsideration of the enthusiastic endorsement of the neoliberal promise of CV-building by key marketplace actors.

Keywords: volunteer tourism, neoliberalism, critical marketing studies

Consumer socialisation across the digital divide

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Abstract:

With a growing percentage of the population being beyond retirement age, a stronger focus needs to be placed on how seniors navigate consumer socialisation agents to stay up to date with technology. This paper looks at how seniors obtain new knowledge about technology from younger generations. We conducted an exploratory study with 30 seniors aged between 65-85. Our findings show that seniors are often willing to learn and add new skills that enable them to live the lives they want, and that modern technology can help facilitate relationships with their families. However, conflict often arises between elderly parents and adult children when it comes to understanding the learning needs of the elderly parent. Grandparents and grandchildren are better at navigating reciprocity in consumer socialisation as they often engage in an exchange of skills and knowledge that seems less prevalent between elderly parents and adult children.

Keywords: collaborative-networks, older consumers, social inclusion.

Introduction and Background

Rapid, discontinuous technological change potentially excludes many seniors from the marketplace and may undermine overall societal social cohesion (Blades-Hamilton, 2016). Indeed, unprecedented rates of technological change have resulted in many seniors feeling disempowered and socially excluded (Hajkowicz, 2015) and reporting feelings of disempowerment and fear of social exclusion if they lack computer literacy (Hill, Betts, & Gardner, 2015). A 'digital divide' between generations has become apparent, and ageism and stereotyping of older consumers as technologically disadvantaged is commonplace, leaving many seniors on the low-use side of a technological divide (Cutler, 2005). The World Health Organisation is now focused on addressing the divide by creating 'age-friendly' societies (Beard & Montawi, 2015).

Older Australians and technology

Older Australians are often portrayed in the media as being technically challenged. Jokes are often shared on social media about seniors taking photos on their phones with their thumb covering the lens or accidentally installing viruses on computers. Some of these damaging stereotypes impact upon how younger Australians interact with older age cohorts. A study published by the Australian Human Rights Commission found 20% of younger Australians avoid conversations about technology with older people as they feel explanations will take a long time and a lot of effort (Wallace, Moore, Fase, Briscese, & Urbis (Firm), 2013). This is likely to be related to exacerbated marketplace exclusion, a growing digital divide and increased social isolation and loneliness in older Australians.

Seniors are the latest segment of the 'digital immigrants' – those who have adjusted to technology later in their lives (Prensky, 2001). This is markedly different from younger 'digital natives', who grew up with social media and smartphones (Nelissen & Van den Bulck, 2017). Digital natives have created their social networks through technology and therefore have more "friends" on social media than digital immigrants. The average 18-29-year-old Australian has 394 friends on Facebook, compared with 68 for those above 65 years (Sensis, 2018). For digital natives, online contacts are as real to them as their face-to-face ones (Prensky, 2012). But for digital immigrants, technology may merely be a means to reach their existing networks (Ransdell, Kent, Gaillard-Kenney, & Long, 2011), rather than a place to hang out. Seniors frequently report higher levels of satisfaction with their social relationships than younger adults (Raissi, 2016). Their relationships are intimate, supportive, rewarding, even if facilitated by technology (Luong, Charles, & Fingerman, 2011).

A digital migrant does not seek to become a digital native. Instead, they try to 'migrate' towards an increasingly digitalised society by making adjustments to their consumer behaviour in ways that add to their already established consumption patterns. These are typical features of secondary consumer socialisation; nudges and adjustments to existing behaviour is the goal of the learner (Ekström, 2006). However, the digital natives may not understand such goals, and express frustration of what they perceive as senior consumers unwillingness to learn technology (Bodkin, Peters, & Amato, 2013). Australians above 65 are still the lightest users of technology (Sensis, 2018). However, Australians over the age of 65 are the fastest growing new adopters of non-formal education online (NBN, 2018). This suggests that seniors are indeed learning and that the source of the learning (socialisation agents) may be younger family members as well as the online resources they seek themselves. As such, a stronger focus needs to be placed on the sources of knowledge; socialisation agents.

Method

To address how seniors obtain new knowledge about technology, we conducted an exploratory study. Several group interviews of seniors in urban and rural areas in the state of Victoria were conducted from a total of 30 informants, all part of community-led senior organisations. All informants were between 65-85 years old. We asked them about what role technology plays in their family life, how they obtain new knowledge and from whom new knowledge is coming from.

Key findings

In addition to reporting learning about technology from the internet (in particular Google and YouTube), it was clear that family plays a vital role in how seniors navigate the technology landscape. Overall, participants had a humble attitude about their abilities to use technology, which may be a reflection of internalising stereotypes. Frequently, they would assert that grandchildren as young as seven or eight years of age would know more than they do. However, such assertions seem contradictory to other statements about how they would consult google or watch a video on YouTube to learn how to use new features in apps or programs. It was clear that the internet as a media is a critical socialisation agent for seniors. However, the internet only became a socialisation agent for those who had reached a base-level of knowledge and were confident using their devices as tools to search for information and then navigate search results to satisfy their needs.

Many seniors want to use technology to stay in touch with younger family members. Their need to produce their own content (e.g. post photos on Facebook) seems limited, but they are eager to consume the content of others. Most seem to have a positive attitude to connect via social media, but some also perceived it as 'forced socialisation'; "my children will never send me a photo, so if I am not on Facebook, I will never see any photos of my grandchildren". Moreover, seniors seemed to have a more positive attitude towards social media apps for private communication (e.g. Facebook Messenger, WhatsApp, Skype, Facetime), rather than public platforms (e.g. Facebook, Instagram, Twitter). As opposed to public platforms with strong elements of self-presentation and exposure, apps for private communication are an extension of traditional means of communication (telephone, letters, face-to-face meetings). From a secondary socialisation perspective, it makes sense that seniors prefer private communication apps as they extend rather than disrupt their existing patterns.

The frustration expressed from younger family members towards seniors around technology usage was also frequent. Specifically, this was the case between elderly parents and adult children. The adult children would often hand down technology they no longer used to their parents. As part of this process, they would also dictate what their elderly parents would and would not need. The adult children would tell their elderly parents that they do not need a computer because it would be too hard for them to learn. Embedded in this was an assumption that they would have to be in charge of the teaching – or helping if things go wrong. The seniors voiced frustration of the lack of patience displayed by their children. Consequently, many had a preference for grandchildren as socialisation agents. Grandchildren at around 10-12 years were often preferred because; "The older they get, the worse they get. The less time. The less tolerant." Often, seniors would exchange skills and knowledge with their grandchildren, e.g. "I'll take you swimming as long as every time you come back, you teach me something new on your iPad".

Discussion and Future Research

Seniors are looking for intimate, supportive and rewarding relationships with their families and recognise that new technology can help facilitate this. Moreover, seniors are willing to learn and add new digital skills that enable them to live the lives they want. Secondary socialisation

processes are in play, which means that they seek to find new ways to do what they are familiar with more effectively and efficiently. However, socialisation-related conflict arises between elderly parents and adult children when it comes to understanding technology. There seems to be a lack of understanding of the learning needs of the elderly parent, as well as impatience and frustration from the children. More research is needed to understand better the nature of secondary consumer socialisation in senior consumer and in ways to best manage skills development and technology use to suit their unique needs.

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Multimarket approach to market emergence and evolution

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Abstract:

In this conceptual paper, we provide a brief review of the academic literature on market emergence and evolution by examining studies in consumer research. Although the extant research informs us how a market emerges and evolves, there is still a paucity of research exploring how the interrelationships between the focal market and existing markets influence the market emergence and evolution processes. We present a broader multimarket perspective which considers relationships and interactions between multiple market structures which change the existing markets, as well as creating new markets. Given the complex interrelationships between markets, we argue that the multimarket approach is crucial in further understanding the dynamics of markets. Finally, we suggest implications of the multimarket approach in undertaking research on market emergence and evolution.

Keywords: Market, Market Evolution, Market Emergence

A literature review on market emergence and evolution

Markets and market dynamics have always been central to marketing (Giesler, 2008) and are receiving increasing attention in consumer research (Giesler & Fischer, 2017). Viewing a market as a complex social system (Giesler & Fischer, 2017), previous studies have examined market dynamics including market emergence and evolution of various market configurations and with a wide range of market actors. In this brief literature review, we outline the growing consumer literature on market emergence and evolution by explaining and discussing: (1) what market emergence and evolution actually mean, and (2) what market actors are involved and how they engage in the market emergence and evolution processes.

Market emergence is the formation of a new market while market evolution is the constant reformation of an existing market due to the discursive negotiations among and the practices of multiple market actors (Giesler & Fischer, 2017; Hietanen & Rokka, 2015). Market emergence often starts with market innovation (Humphreys, 2010a). The creation of a new product or service category such as Botox (Giesler, 2012) or online gambling (Humphreys & Latour, 2013) usually associates with market emergence. Disruptive transformations in other marketing variables can lead to market emergence or evolution. For example, the community supported agriculture market (CSA) emerges as an alternative market channel where consumers can buy agriculture directly from producers (Thompson & Coskuner-Balli, 2007). Market emergence and evolution can also emerge due to shifts in consumers' demand and in their roles as new categories of market actors (Dolbec & Fischer, 2015; Martin & Schouten, 2014; Scaraboto & Fischer, 2012). Changes in market logics and market structures are also linked to market emergence and evolution (Ertimur & Coskuner-Balli, 2015; Giesler, 2008).

Market emergence and evolution are described as social legitimation processes in which a market's structures and meanings are negotiated and sustained by multiple market actors (Humphreys, 2010a, 2010b; Humphreys & Latour, 2013). Producers can foster legitimacy of the industry through their branding efforts (Giesler, 2012). Moreover, marketers can gain brand legitimacy and promote the emergence and evolution of the market by aligning and reframing brand meanings with enduring norms, values, and logics (Ertimur & Coskuner-Balli, 2015; Press & Arnould, 2011).

The role of consumers during market emergence and evolution are also well covered in many studies (Giesler, 2008; Martin & Schouten, 2014; Scaraboto, 2015; Scaraboto & Fischer, 2012). The collective works of consumers in legitimizing their illegitimate or forgotten demand can significantly change the market (Giesler, 2008; Scaraboto & Fischer, 2012). Consumers can take over the various roles of the producers, professionals, influencers, media, or combinations of these market roles to contest the traditional institutional boundaries, thus highlighting the contradiction within existing logics, and leading to the emergence of new logics (Dolbec & Fischer, 2015). Consumers can also provide the market with new symbolic meanings and extend market boundaries (Ulver, 2019). In addition, a new market can be fully formed by consumers (Martin & Schouten, 2014).

Market legitimation practices are performed not only by consumers and producers but also by other market actors such as the media or the policymakers. For example, policymakers can officially legalize products and consequently, the market for those products, e.g. the cannabis market (Kjellberg & Olson, 2017). Conversely, policymakers can also illegalize a market, e.g. Napster (Giesler, 2008). The media can select, evaluate, and realize the legitimation discourse to constitute market legitimacy (Humphreys, 2010b). Media framing has direct

impacts on the audience perception of legitimacy by directing their attention and publishing legitimate or delegitimate content (Humphreys & Latour, 2013).

The multimarket approach - research implications

Although prior studies have provided us with detailed evidence of market emergence and evolution processes, their focus mainly stays within the emerging or evolving market. The interrelationships between the emergent market and other existing markets have largely been absent in most market emergence and evolution studies. Markets are often interconnected and overlapping and their interrelationships strongly influence their market dynamics (Kjellberg & Olson, 2017). Thus, we suggest a broader multimarket lens that investigates, not just the focal market but also related market systems and their interrelationships during the market emergence and evolution processes. Although it is acknowledged that examining the interrelationships between markets might be somewhat complicated, it is worth pursuing in the hope that such a study can provide more complete insights into the dynamics of markets.

The first potential implication of the multimarket approach is the examination of how the historic, parallel and auxiliary markets can influence on the emergent market (Kjellberg & Olson, 2017). A market could emerge as a branch from an existing market and thus inherits the legitimacy as well as some of the existing market system's features. For example, the emergent online gambling market has its market meanings associated with the existing casino and lottery gambling markets (Humphreys & Latour, 2013). On the other hand, a new market can emerge from the illegitimate features of an existing market such as unsatisfied customer demand, e.g. the emergence of the minimotor market (Martin & Schouten, 2014), or an inefficient marketing channel, e.g. the emergence of the CSA (Thompson & Coskuner-Balli, 2007). In these situations, the emergent market's features must be distanced from the existing market's illegitimate features. In addition, the emergent market might borrow legitimated features from parallel and auxiliary markets. This is illustrated in the evolution of the Yoga market in the US which is legitimated by lifting favourable logics from fitness and health industries, while simultaneously detaching itself from the unsuitable logics that it inherits from Yoga in India (Ertimur & Coskuner-Balli, 2015).

The multimarket lens also allows us to investigate how an existing market is affected by a new market emergence. It is possible that the existing market is minimally affected and could co-exist with the new emergent market with little change in its features. This is shown in the co-existence of the motorcycle market and the new minimotor market that is created by consumers (Martin & Schouten, 2014). It is also possible that the new market emergence drives the evolution of the existing market, contributes to the creation of significant market feature modifications or to an extreme situation, leads to the termination of an old market system. For example, despite its failure, the emergence of Napster has completely reshaped the music distribution market (Giesler, 2008).

Another implication of the multimarket approach is the study of the emergence of hybrid markets. A hybrid market is defined by the combinations of features from different market systems (Karababa & Scaraboto, 2018). Thus, there are combinations of market features from multiple market systems within a hybrid market emergence. It is possible that the features from the original markets are contradictory, thus requiring creative practices of market actors to reconcile. For example, Scaraboto (2015) shows that the marketer has to blur the new logic of economic exchange to avoid conflicts with the market's existing gift giving logic. With multiple market actors performing various acts of combining market features, we can explore how their interactions might shape the features of the emergent hybrid market.

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Recovering marketplace acceptance following an unsuccessful brand transformation

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Abstract:

In this paper, we use the case of David Bowie's 50 year career to understand how a brand can recover its position in a marketplace following an unsuccessful disruptive brand transformation. In particular, Bowie's attempt to go mainstream in the 1980s and his subsequent return to the alternate music market in the 90s. This is framed within studies of cultural branding, that consider how brands can transform over time but exist within marketplace taste regimes. We apply a process data approach to three sources of data; (1) Bowie music and movies, (2) 614 media articles, and (3) in-depth interviews with 31 Bowie fans. Our findings elaborate on how brand recovery is a long process, which may require market dormancy to fully achieve. In studying the case of David Bowie's brand recovery, the intersection between brand transformation and marketplace taste regimes is added to our understanding of brand longevity.

Keywords: Brand recovery, taste regimes, brand transformations.

Introduction and Research Aim

In this paper, we analyse the career of David Bowie to explore the consequences of disruptive brand transformations, where a brand attempts to make the transition from the alternate to the mainstream marketplace. However, when such leaps are unsuccessful the brand must recover their former marketplace position (Arsel and Bean 2013). Our article is positioned between two streams of literature. First, Preece et al. (in press) show how brands can successfully transform over time within a taste regime. Second, Arsel and Thompson (2011) focus on how taste regimes and consumer identities are influenced between different consumption fields, the alternate and the mainstream. We know that brands can and do transform over time, and that consumers construct their identities around personally and socio-culturally relevant brands. However, further investigation is needed into the process and dynamics through which brands reclaim their cultural authority to transform following their return to a marketplace field, a process we define as brand recovery.

The aims of this study are:

To understand the brand recovery process as consumers and brands, as recursive subjects, respond to, embrace and resist disruptive brand transformations.

We address two research questions in line with this aim:

RQ1: How do brands recover their cultural authority within a previously abandoned consumption field?

RQ2: How do consumers engage – disengage - re-engage with a recovering brand?

Background

To address these questions, we adopt field theory to explore the process of brand recovery, in the context of David Bowie's efforts to re-establish his place as a cutting-edge musician following his transformation from a 70s alternate music icon, into a mainstream artist in the 80s, only to return to the alternate music marketplace in the 90s (Lindridge and Eagar 2015). We adopt Bourdieu's (1984, 1990) concept of fields as "discrete and relatively autonomous socio-cultural domains that support specific kinds of status games" (Arsel and Thompson 2011: 793) and the idea of actors who have the cultural authority to influence and shape a field's taste regime based on their central position in the field (Arsel and Bean 2013).

This paper focuses on the embedded relationship between the alternate and mainstream music consumption fields. Where the alternate music field is characterized by limited modes of product distribution (smaller record stores, regional radio stations, niche live venues) and a very narrow range of music taste that is largely positioned as oppositional to the popular and mainstream (Kruse 1993; Moore 2005). In recovering the brand's cultural authority in the alternate field there are two considerations. The first is that a brand actor returning to the alternate field needs to re-establish its oppositional iconic form, (re)classifying itself as alternative, in order to be accepted as playing in the field's status games (Arsel and Thompson 2011). The second consequence is that returning from the mainstream contaminates the brand's essence, the classificatory judgements (Bourdieu 1989), that the brand is no longer perceived as authentic in its opposition to the mainstream but complicit in commercialised, middle class popularity (Arsel and Thompson 2011).

Methodology

We adopt a process data approach, explaining how an entity, David Bowie's brand, evolves over time and the influences that affect this process (Van de Ven and Huber, 1990). In this

study, we analysed three sources of data to generate a longitudinal understanding of the process of Bowie's brand recovery:

- 1. Bowie immersion: The "Bowie is..." exhibition, listening to his music and watching
- 2. Time bracket construction: a convenience sample of 614 media documents (1964-
- 3. Narrative construction: in-depth interviews with 31 Bowie fans (17 females and 14 males; 14 to 58 years old).

Results and/or Discussion and Contributions

Our study found five critical time brackets representing Bowie's disruptive brand transformations and stages in his brand recovery process:

70s Bowie (1965 - 1980): Establishing cultural authority in the alternate music field

Bowie - establishes his bona fides as an alternate music artist like Picasso (Muñiz et al. 2014). he is an innovator in new music genres and is imitated by others. His aesthetic performances of gender and sexuality are controversial and oppositional to mainstream sensibilities.

Consumers - are predominantly drawn to this period. The classificatory judgement (Bourdieu 1989) of Bowie's "difference" is central to his brand essence.

80s Bowie (1983 - 1993): Transforming into a mainstream pop star

Bowie - goes mainstream. His music becomes formulaic and he imitates others rather than being the innovator. His performance aesthetic becomes a conventional "straight, white, male". Consumers - initially embrace Let's Dance but are quickly bored with the "sameness".

90s Bowie (1995 - 2004): Returning to the alternate music field a tainted brand

Bowie - returns to the alternate music field but is limited to imitation of others and his own earlier work.

Consumers - appreciate the effort to be different but don't like the artistic output.

Silent Bowie (2005 - 2012): Market dormancy

Bowie - following an on-stage heart attack, he withdraws from public life and produces no new music during this time period.

Consumers - initially hopeful for new material, then increasingly starved of cultural capital to fuel their status games (i.e. topics of conversation)

Resurrected Bowie (2013 - 2016): Bowie's triumphant return

Bowie - returns as a successful retrobrand (Brown, Kozinets & Sherry 2003), invoking both modern and nostalgic tastes for "difference".

Consumers - all is forgiven and there is a reinvigoration of cultural capital fuelling interest.

Implications for Theory and Practice

In studying the case of David Bowie's brand recovery, the intersection between brand transformation and marketplace taste regimes is added to our understanding of brand longevity and consumer identity journeys (Akaka and Schau in press; Preece et al in press). For brand managers and researchers, we illuminate (1) the boundaries to implementing brand transformation as a strategy to achieve an enduring brand and (2) the brand recovery mechanisms available following an unsuccessful transformation and (3) to contribute to our understanding of cultural branding approaches (Holt 2004).

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Technology adoption in non-purchase situations

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Abstract:

This paper explores consumers' lived experiences of adopting and consuming everyday technologies such as smartphones, tablets and computers through consumer interviews and ethnographic fieldwork at a retirement village in Melbourne, Australia. In so doing, we extend theories which view technology adoption as an individual and voluntary consumer decisionmaking process by contributing three insights: (1) adoption can feature social pressures associated with technology products being shared or given as a gift or hand-me-down; (2) adoption intersects across the entire consumption cycle as consumers acquire, use, and potentially dispose of their technologies; and (3) adoption processes should be understood in light of the social and technological circumstances which surround the technology and its adopter, such as those in family and community contexts. Overall, the research illustrates the experiential complexity of technology adoption and considers implications for future marketing research and practice.

Keywords: divestment, gift-giving, technology adoption

Introduction and Research Aim

Technology adoption is not always through purchase. Adoption also occurs in social situations such as when technology products are shared amongst family members or are given as gifts or hand-me-downs. In such situations, adoption can be complicated by the receiving consumer's relationship with the giver/sharer and their feelings. For example, not using a device given by a family member might result in hurt feelings and conflict. This paper seeks to explore how these sorts of challenges shape tech-product adoption and consumption by consumers.

Established theories such as Rogers' (2003) Diffusion of Innovations (DOI) and Davis' (1989) Technology Acceptance Model (TAM) generally treat adoption as an individual decisionmaking process, where a consumer becomes aware of a technology, learns about it, considers its functional uses and if adoption is successful a purchase/usage decision is made. This treatment has been influential on extant theories in consumer research (e.g., Bruner II & Kumar, 2005; Chen & Granitz, 2012). However, we argue these theories do not adequately address situations with features beyond an individual decision-making process. First, these theories do not consider sharing, gift-giving and hand-me-down situations which feature social pressures to adopt. Second, these theories focus on earlier stages of the consumption cycle (Arnould & Thompson, 2005), in the acquisition and possession/use of tech-products, which ignores divestment activities such as hand-me-downs. Third, these theories obscure the social and technological circumstances which surround adoption processes, such as those in family and community life. For example, other devices whose connection to the tech-product may enhance its functions, and the potentials for family or community members to provide help in using the tech-product. Grounded in literatures on gift-giving, hand-me-downs and sharing (e.g., Belk, 2010; Sherry, 1983; Türe, 2014), and family and technology consumption (e.g., Epp et al., 2014; Mick & Fournier, 1998), our research seeks to extend theories of technology adoption while providing implications for marketing practitioners.

The aim of this study is:

To explore consumers' experiences of adopting everyday tech-products, with attention to how gift-giving, hand-me-down and sharing situations challenge extant adoption theories.

Three research questions are addressed in line with this aim:

RQ1: How do sharing, gift-giving and hand-me-down situations influence consumers' technology adoption processes?

RQ2: How might the divestment of tech-products inform technology adoption theories?

RQ3: In what ways might a consideration of the wider context that a tech-product enters into such as family or community inform our understanding of its adoption process?

Methodology

We employ a qualitative approach to capture the complexity of consumers' technology adoption experiences (e.g., Chen & Granitz, 2012). Data was collected through consumer interviews and an 14-month ethnography carried out in a retirement village in Melbourne, Australia. The consumer interviews were semi-structured long-interviews which asked about the histories of the tech-products in participants' lives (McCracken, 1988). These interviews tended to feature younger consumers who are skilled with technology, thus in order to balance our purposive sample across age and skill levels, ethnographic fieldwork was undertaken at the retirement village. This choice enabled the recruitment of older consumers into the research, who are usually characterised as not being skilled with technology (Gilly & Zeithaml, 1985;

Niemelä-Nyrhinen, 2007). The lead author served as a 'tech-helper' volunteer on a weekly basis at the village community centre, providing technical assistance and coaching the basic operations of various tech-products. The data from the ethnography takes the form of interviews, fieldnotes and photos (Arnould, 1998; Belk et al., 1988). Data from the consumer interviews and the ethnography were used to compile the histories of the tech-products discussed, seeking how adoption processes were influenced by gift-giving, hand-me-down and sharing situations, and the wider social and technological circumstances present.

Results and/or Discussion and Contributions

This study contributes three insights to adoption research from examination of our participants' experiences and histories with their tech-products. First, we demonstrate that social pressures can influence the adoption of tech-products when they are shared, or are given as gifts or handme-downs. Consumers can feel obligated to reciprocate their receipt of the tech-product, not as much by giving one of their own back to the giver (cf. Belk, 2010; Giesler, 2006), but by making it clear to the giver that they have been able to put it to use. In sharing situations, usage is similarly pressured as enthusiastic family members urge the consumer to try out the product and use it for themselves. In so doing, these social pressures can lead to adoption, even if the tech-product is unwanted by its adopter (Marcoux, 2009). This finding extends prior technology adoption theories which generally assume an individual and voluntary decisionmaking process such as models based on DOI or TAM (e.g., Bruner II & Kumar, 2005; Chen & Granitz, 2012).

Second, we explore hand-me-downs as a divestment activity which intersects with technology adoption. Thus, we argue that adoption can be examined across the entire consumption cycle from acquisition, possession/use to divestment (Arnould & Thompson, 2005). Hand-me-downs enable consumers to upgrade by addressing the uneasiness of disposing of an older techproduct that is still useful and operational through giving it to a family member (Türe, 2014). This finding extends prior research which understands upgrade situations in terms of consumers' characteristics, usage patterns or decision-making strategies (e.g., Cui et al., 2009; Huh & Kim, 2008).

Lastly, our findings show that a consideration of the wider social and technological circumstances around the tech-product and its adopter, such as a family or community context can inform our understanding of its adoption process. For instance, we find that family and community members offer each other help and resources to enable adopters to learn how to use, and fix, their tech-products. In turn, these sources of help can encourage successful adoption outcomes.

Implications for Theory and Practice

The research makes contributions to theory by (1) showing that adoption can feature social pressures to adopt due to gift-giving, hand-me-down and sharing behaviours; (2) adoption can be understood across the entire consumption cycle; and (3) adoption must also be understood in light of the wider social and technological circumstances surrounding the technology and its adopter, such as those in family and community contexts.

Moreover, our findings provide two managerial implications: (1) adoption processes can be smoothed-out by marketers by addressing potential tensions between givers, receivers and sharers of tech-products; and (2) marketers should provide support to family and community members who provide tech-help to adopters.

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Exploring gift-giving by brides and grooms

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Abstract:

Gift-giving is an important ritual for special occasions such as weddings and is usually explored in relation to gifts given by guests. This research explored gift-giving behaviour by the bride and groom in the modern Western wedding ritual by analysing 331 posts from brides and grooms on online forums. Results indicate gift-giving is an important part of the wedding ritual. Three main types of gift-giving by the bride and groom were identified including mutual exchange, reciprocal gifting as repayment for contribution towards the wedding; rituals to convey symbolic value; gifting rituals that carry symbolic value to improve relationships; and process gifting, gifting gifts that are essential to the performance of the wedding ritual. The results provide a starting point to understand gift-giving behaviours by brides and grooms.

Keywords: Gift-giving, wedding ritual

Introduction and Research Aims

Traditionally, wedding gifts were given to help the couple set up their home and included household items such as linen, crockery etc. (Purbrick, 2003). However, with many couples living together and setting up a home before marriage, experiential and monetary gifts, e.g. for a honeymoon, are becoming more common (e.g. Shani, Danziger and Zeelenberg, 2015). Within a wedding context, gift-giving literature usually examines guests' gifting behaviour; for example, Shani et al. (2015) found guests who give more (for monetary gifts) tend to consume more at the wedding, while Greenhill and Magnussen (2010) explored the contemporary notion of how to politely ask for cash gifts. There is, however, no literature exploring gift-giving requirements and behaviour by the bride and groom. Consequently, this study aims to explore gift-giving behaviour by the bride and groom in modern Western weddings.

This aim is supported by the following research question:

RQ1: What is the nature of gift-giving by the bride and groom during the wedding ritual?

Background

Sherry (1983) suggested that gift-giving is a three-stage process involving gestation, prestation and reformulation that can establish, maintain, improve and in some cases terminate relationships. Gift-giving is based on principles of reciprocity and mutual exchange between a giver and a recipient (e.g. Goodwin, Smith and Spiggle, 1990; Sherry, 1983). Contrarily, it was argued that gift-giving should not be purely approached as a dyadic exchange process but instead as a social system based on sharing (Giesler, 2006). Regardless, the literature agrees that gift-giving involves two roles, the gift-giver and receiver, which can be the same person (e.g. Heath, Tynan and Ennew, 2015). Furthermore, there is symbolic value attached to gifts and the ritual of gift-giving to build relationships (e.g. Belk and Coon, 1993; Sherry, McGrath and Levy, 1993). Apart from reciprocal exchange and conveying symbolic value, gifts can be given without a calculated message to celebrate (agapic) love (Belk, 1996, Belk and Coon, 1993). Belk (1996) found that the perfect gift-giving scenario symbolises the giver's agapic love and possesses six characteristics including: giver's sacrifice, giver's sole intention to please the recipient, the gift is a luxury, the gift is unique to the recipient, the gift surprises the recipient, and the recipient wants the gift and is pleased with it. Recent research shows that experiential gifts, as opposed to material gifts, have a greater positive impact on relationships, regardless of the gift-giver presence, due to the high level of emotion experienced through the gift consumption (Chan and Mogilner, 2017). On a broad level, gifts can be categorised as either formal or spontaneous (Larson and Watson, 2001). Wedding gift-giving is formal and falls under special occasion gift-giving, which is often obligatory. Goodwin et al. (1990) divide obligatory gift-giving into two types of obligation: obligation by reciprocity focusing on a mutual exchange and obligation by ritual without expecting a return gift. Furthermore, special occasion gift-giving has been found to cause anxiety for the gift-giver (Wooten, 2000) and gifts can act as an entry requirement for a ritual such as a wedding (McGrath, 1995).

Methodology

Nelson and Otnes (2005) recognised the importance of online communities in wedding planning. This research used content analysis to explore gift-giving culture within the online wedding community by analysing threads from https://www.reddit.com/r/weddingplanning/ and https://www.reddit.com/r/weddingplanning/ and https://www.weddingwire.com. For each forum, threads were filtered with the term 'gift' identifying 31 threads written between January and July 2019. 11 of these threads were related to wedding gifts for the bride and groom and were discarded. 20 threads, all advice seeking, with a total of 331 posts by brides and grooms about their gift giving behaviour were analysed. Online pseudonyms and content indicate the majority of the posts were written by females, but

two threads were initiated by males asking for advice.

Results, Discussion and Contribution

The results identify brides and grooms have many gift-giving requirements and engage in different types of gift-giving as part of the wedding process. Brides and grooms partake in three main types of gift-giving, these include mutual exchange, rituals to convey symbolic value, and process gifting, which are all subject to cultural expectations and role definition.

First, the *mutual exchange* is gifting based on reciprocity and focuses on maintaining existing relationships (e.g. Goodwin et al., 1990). This included repayments and expressing thanks to those contributing to the wedding, such as gifting parents who contributed money, or the bridal party who incurred costs or hosted pre-wedding celebrations. There was a high level of anxiety about whether the value of the gift would be perceived as a full reciprocation for the contribution. Because the gift often did not carry the same monetary value as the contribution, high sentiment was a key part of this gift i.e. through memories in a wedding album or a heartfelt note. This type of gift-giving was seen as obligatory and was recipient focused.

Second, the bride and groom partake in gift-giving rituals to convey symbolic value to build relationships (e.g. Belk and Coon, 1993). This included gifts for future in-laws or spouse's children as part of the wedding ritual to convey the meaning of becoming one family as well as the upcoming trend of bridal party proposals, where either the bride or the groom uses gifts (usually material items of low monetary value) as part of the asking ritual. These gifting rituals are voluntary, but can be obligatory if these are perceived as an essential part of the wedding ritual and can be either giver or recipient focused. Regardless, there are underlying intentions from the giver to improve the relationship, unlike agapic giving (Belk and Coon, 1993).

The third type of gift-giving identified is *process gift-giving*, which is essential to the wedding ritual with the gifts serving a specific purpose. These gifts can be either experiential, e.g. paying for the bridesmaids' hair, make-up, accommodation etc.; material 'props', e.g. bridesmaids' dresses, accessories for bridal party etc.; or participatory 'token' gifts, such as favours for all guests. Process gift-giving recipients include anyone who has a role in the wedding process, but the gifts are giver focused as opposed to recipient focused. Results show that these are often not perceived as gifts and do not meet Belk's (1996) criteria for being a perfect gift. These gifts are often customised e.g. a robe saying bridesmaid, which decreased their perceived value and led to non-use post event. Many process gifts are obligatory due to social expectations of giving these gifts as part of the bride and groom's role in the wedding ritual, leading to potential feelings of entrapment in the gift-giving ritual (see Sherry et al., 1993).

Another area for further exploration highlighted by the results is 'couple gifting' as a type of self-gifting as well as further exploration in to gift-giving roles for special occasions.

Implications for Theory and Practice

The results provide a starting point for further exploration into gift-giving behaviours and requirements by the bride and groom as part of the wedding ritual. The results contribute to theory by identifying *process gift-giving* as an integral part of the wedding process and highlight the issue regarding the extent process gift-giving is valued by the recipient. Furthermore, the results identified a growing trend for gift customisation in wedding rituals and the issues of perceived value and sustainability associated with these gifts. Finally, the study identified the concept of a couple gift as a type of self-gift providing an area for further research.

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The meaning and transformation of taste vocabulary

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Abstract:

The idea of 'tasting' relates to a growing interest in sensory and body-based practices in consumption and markets. When it comes to tasting the finer things, such as food or wine, tasting notes are an important mediating device, and are either user-created or provided by experts. In this paper we conceptualize the vocabulary used in tasting notes as part of a taste regime, able to mediate key attachments to the item by marketplace actors. Through qualitative content analysis of tasting descriptions by producers and users on 383 whiskeys in the US retail market, we found that consumers used specific vocabularies to convey meanings associated with whiskey in various ways, extending our understanding of consumer adaptation of the language of a taste regime. Consequently, taste is deeply embedded into the social fabric, but expressed differently by various actors in a taste regime, with transformed vocabularies challenging unified expressions of taste.

Keywords: Tasting vocabulary; taste regimes; whiskey

Introduction and Background:

Taste has been understood through the lens of sensory and bodily practices (Canniford, Riach, & Hill, 2018), tastemaker assessments by critics and others (Hsu, Roberts, & Swaminathan, 2012; McQuarrie, Miller, & Phillips, 2012) and boundaries via particular tasting regimes (Arsel & Bean, 2013). In this paper, we extend consumer research on taste regimes (Arsel & Bean, 2013; Maciel & Wallendorf, 2017) through a focus on tasting vocabularies that consumers use to communicate tasting notes and write reviews, and the subsequent transformation of meanings associated with specific tasting vocabularies.

Taste regimes are "discursively constructed normative system that orchestrates practice in an aesthetically oriented culture of consumption, and are perpetuated by marketplace institutions such as magazines, websites, and transmedia brands" (Arsel & Bean, 2013, p. 889). They provide consumers with the semiotic resources they need to enact and inhabit the aesthetics of the regime (Rademacher & Kelly, 2019). Extending consumer work on taste regimes, we add a focus on the specific vocabulary used to articulate sensory and aesthetic taste and provide an understanding of this taste to others. Vocabulary is used in taste-based practices through "a complex system of evaluation that involves binding together bodily senses with institutionally provided discourses" (Maciel & Wallendorf, 2017, p. 728). Our focus links to a growing interest in vocabulary and rhetoric in structuring consumer attention, categories, and perceptions of quality (Loewenstein, Ocasio, & Jones, 2012). While at the market level, a key role of vocabulary is to coordinate and align different actors, consumers may also show creativity in their vocabulary choices when describing taste, enabling consumers and producers to share the taste world and the object of consumption more equally (López-Arroyo & Roberts, 2014; Teil & Hennion, 2004). This consumer empowerment, moreover, is facilitated by advances in information technologies, which have enabled greater consumer participation and engagement, particularly through a focus on words and vocabulary used in product reviews (Orlikowski & Scott, 2013). This dialogic style of engagement is especially important when it comes to sensory taste in products like wines and food, because "language is the only way to share each other's impressions" (López-Arroyo & Roberts, 2014, p. 25).

This aligns with the notion that competence in taste is constructed through resonance between a taste regime and the knowledge and habitus of consumers (Maciel & Wallendorf, 2017). However, consumer research has yet to explore whether consumers conform to the institutional discourses established by taste regimes. Indeed, consumer initiated and produced tasting notes and reviews may differ from those used more expert marketplace actors. Our research thus examines *two key questions*: RQ1) How do vocabularies of taste differ between consumers and institutionalized actors? and RQ2) How do consumers use tasting vocabularies to transform meanings?

Methodology:

To examine how consumers and marketplace intermediaries differed in their use of tasting vocabularies, we examined the website of US retailer Beverages and More (BevMo) and its whiskey product pages. To capture these data, we performed a web scrape using the OutWit Hub software for data collection. We initially collected online data from 383 whiskeys that were available on the website. For the purposes of our study, we then discarded listings without user comments, leaving a set of 155 whiskeys, their producer-created tasting descriptions and a total of 500 associated user entries. Vocabulary data was then coded in Nvivo for terms and frequency of specific tasting vocabularies. We were also guided by terms from existing industry bodies, such as WSET. We performed an open content analysis on the corpus, using

a semiotic approach to examine the use and transformation of similar and different vocabularies by consumers vs. producer terms (Marres & Weltevrede, 2013; Schreier, 2014).

Findings and Discussion:

The results of the semiotic analysis revealed differing levels of consumer transformation of codified tasting vocabularies. On one hand, we identified consumer comments that conformed very closely to institutionally-codified vocabulary, directly lifting phrases or words from the producers' tasting notes in their expressions of taste. On the other, we saw comments in which consumers expressed their understandings of taste by creating completely new expressions. We also identified two ways in which consumers used or transformed codified vocabularies repurposing and abstraction.

If producers used specific terms to qualify the whiskey, consumers, however, were more creative with their use of vocabulary. Highly specific terms used to describe singular characteristics often became signifiers of quality, a transformation of meaning we term repurposing. For example, in expert tasting notes, the descriptor 'smooth' describes the texture, or body, of a whiskey. However, across consumer comments, 'smooth' became an indicator of quality—a whiskey that was described as 'smooth' was almost always given a positive rating, despite variation in the style and flavors of the various products. However, this transformation was still embedded, in part, in the association of these words with quality via the industry marketplace and codified vocabularies of producers and critics. The repurposing of meaning was sometimes accompanied by the terms being rendered umbrella terms for more specific descriptors, a transformation we term abstraction. For example, the flavor descriptor 'caramel' was used as an umbrella term for flavors such as brown sugar, toffee and gingerbread (per WSET tasting notes). Whiskeys were often described as 'sweet,' was used as an umbrella indicator for sweetness across the nose, palate and finish, each of which is a different component of whiskey tasting notes. Another example was 'woody' or 'oaky' which would seem to cover finishing techniques in different casks and perhaps tannins.

While both repurposing and abstraction showed consumers transforming meaning, both processes were still dependent, to some degree, on consumers' interpretations of the language of the tasting notes and produce descriptions used by the producers. However, the data also showed that consumers were able to go beyond these vocabularies, either by creating new associations between specific words and meanings, or by creating completely original descriptors of taste that may contrast with codified vocabularies.

Through our review of the vocabulary of tasting, we learned how important vocabulary is as a mediating device between producers and consumers, but one where meaning can change as words are used. This new understanding of consumer transformation of taste vocabulary speaks to and extends consumer work on taste regimes. Specifically, these findings extend the notion of institutional benchmarking—defined as the comparison of subjective evaluations against institutional materials—as central to the stabilization of a taste regime in the habitus of consumers (Maciel & Wallendorf, 2017). Consumers who transformed the meaning of specific taste vocabularies did so actively, choosing not to engage with the instrumentalized (Arsel & Bean, 2013) meanings of the vocabulary, and instead replace codified meanings with ones centered in an amateur disposition. In doing so, we see how, through the processes of shaping meaning—repurposing, abstraction and creativity—consumers constantly problematize the relationship between specific words and their codified meanings. The transformations act as a means of democratizing the vocabulary of taste, challenging the boundary-making notion of taste (Arsel & Bean, 2013; Holt, 1998)

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Markets as unfolding territories

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Abstract:

This paper draws on a spatial perspective informed by more-than-human ideas of assemblage thinking as an alternative way of knowing markets. The question of how markets are created, sustained and disrupted has been at the forefront of marketing research in recent years. Markets have been predominantly conceptualized as primordial economic practices that connect producers with consumers. In this paper the concept of territory is offered to rethink markets spatially, that is as always 'unfolding' within a socio-material assemblage. Through a five-year interpretive investigation of socio-material relations of a food and wine trail experience in Australia, we demonstrate that affective forces of opulence and countryside re- and deterritorialize markets based on bodies' capacities of acting and being affected. This paper suggests that markets are always unfolding, spatially situated and constituted relationally through the intersection between discourses, materialities and embodied knowledge.

Keywords: Experience, Space, Market

Introduction and Research Aim

Experiences are understood as affective, intangible and fleeting (Pine & Gilmore, 1998). That said, experiences have acquired a market of their own because they are sold, configured, segmented, priced, promoted and consumed (Carù & Cova, 2007). Following recent articulation of the importance of experiences of care (Gherardi & Rodeschini, 2015), pain (Scott, Cayla, & Cova, 2017), adventure (Arnould & Price, 1993; Tumbat & Belk, 2013) and speed (Husemann & Eckhardt, 2018) for the consumers, there is an urgent need to better understand the market assemblages that facilitate affective experiences.

This research aims to understand how markets unfold in and through experiences.

Exploring the 'affectiveness' and 'fleetingness' of experiences suggests moving away from static economic definitions of the market. In order to capture 'affectiveness' of the experience, there is a need to adopt a relational approach which equally articulates non-human agency that directs markets (Fernandez, 2015; Fernandez & Figueiredo, 2018). While, fleetingness is captured by realizing the non-static, fluid nature of market arrangements that culminate into an experience (Arsel, 2016). Relational thinking enables an understanding of markets as entanglements between the human and the non-human which helps understand the anatomy of experiences. Current studies on market dynamics have focussed on 'actors' that drive markets, whether they are economic, institutional, social, or non-human (Giesler & Fischer, 2016). However, assemblage theorists in CCT are questioning the primordial nature of markets by articulating the unfolding, more-than-human and relational character of exchange and consumption experiences (Canniford & Bajde, 2015). Building on the assemblage thinking, this research argues that markets are 'unfolding territories of affect'. We use the empirical findings from an ethnographic study on a food and wine trail in Australia to understand how market elements align to facilitate a themed route experience for the traveller. Through a five year long interpretive study that explored the socio-material relations constructing themed route experiences, this paper analyses the findings to theorize on market assemblages as unfolding territories.

Theoretical Framework

The research draws on Deleuze and Guattari (1988), to argue that markets may be conceived as working spatial arrangements of affective forces that enfold actors into territories. We use Deleuze and Guattari's (1988) assemblage thinking to explore socio-material relations in discourses, material encounters and embodied knowledge which allows an insight into the edifice of affective forces. Deleuze and Guattari's affect is concerned with the unconscious and conscious 'push' in the world which is triggered through material encounters and embodied in bodily competencies and discourses (Newell, 2018; Shove, Pantzar, & Watson, 2012). Attention thus turns to affective forces that increase or enhance the bodies' capacity to act and be affected. The discourses, materialities and embodied knowledge demonstrate the sociomaterial relationships triggered through affective forces that unfold markets as working arrangement or spatial territories.

Methodology

This research follows an interpretive and rigorous ethnomethodological approach (Arnould & Wallendorf, 1994; Garfinkel, 1967). Ethnographic fieldwork was carried out over a period of eleven months in 2016, through nine research field trips to the Around Hermitage Wine and Food Trail (AHWFT) in the Hunter Valley, Australia. The Hunter Valley is known as a gastronomic region attracting 39% of food and wine visitors in Australia (Australia, 2015). Research methods of digital archival research, semi-structured interviews with tourists and

other stakeholders, and participant observation were used to understand discourses, embodied knowledge and affective encounters. Overall the dataset for the research comprised of 34 one hour long interviews, field notes of 142 pages and interactions with over 200 people. The data is analysed for socio-material interactions with vines, food, roads, maps, signage and wine on the gastronomic trail, reflected in discourses, embodied knowledge and material encounters.

Interpretation and Discussion

The two main affective forces that territorialized the market of the AHWFT were sociomaterial arrangements that achieved opulence and the countryside. Affective forces increased the capacities of bodies to act and be affected through which market territories are unfolded as tourists travel along the AHWFT. For example, enhanced bodily capacities to follow the themed route were generated through witnessing material arrangements of vineyards, winding unpaved roads, winemaking equipment, and embodying the smell of cellars and wine barrels, tractors, and the taste of wine and certain foods. Further, wine tasting in a vineyard increased bodies' capacity of being affected as the meanings and feelings of opulence were reinforced when tourists' practices, knowledge and experiences of indulgence, discourses on status and exclusivity were aligned with material configurations of expensive clothes, artwork, flavours, winemaking vintage stories, limousine rides and architecture. The bodily competencies sustained by opulence, territorialized the market of the AHWFT, further encouraging people to follow the trail. In a similar vein, the affective forces triggered by the socio-material relations that sustain understanding of countryside, defined the territory of the trail market for the travellers. The affective forces of countryside again unfolded market territories that achieve 'localness' that is essential to following a themed route. In contrast, disruptions in sociomaterial arrangements generating affective forces, de-territorialized the market of the trail experience (Deleuze & Guattari, 1988). The capacity of people to follow the trail was diminished due to disruption in affect owing to the lack of signs, challenges posed by maps, vineyards not growing their own grapes and landscapes not aligning with their understanding of the countryside. In other words, diminishing bodily capacities because of dilution and interruption in the affective forces resulted in de-territorialization of the market. In conclusion, the research indicates how markets are 'reterritorialized' and 'deterritorialized' in experiences (Deleuze & Guattari, 1988), as socio-material arrangements generate affective forces. Thus it is argued that markets are territories who's unfolding is contingent on affective forces that entangle peoples' embodied knowledge with discourses and material arrangements.

Implications for Theory and Practice

This paper has three implications for theory and practice. First, by using an embodied spatial approach to understand markets, this paper draws attention to the ways in which the market is always more than a human-achievement, which contributes towards a relational understanding of markets (Canniford & Bajde, 2015). Second, in the consumer culture tradition, few researchers have discussed the role of space in the making and unmaking of markets (Castilhos & Dolbec, 2018; Veresiu, Castilhos, & Dolbec, 2014) where space is conceived as a container that markets shape and in which they get shaped (Soja, 1996). The proposed concept of territories avoids articulating space as an 'actor' and rather identifies space or territory as fluid, ongoing and contingent which incorporates intangibilities, affectivities and fleetingness of experiences and contributes towards developing strategies for experiential marketing. Additionally, conceptualizing the market as unfolding, blurs the distinction between 'markets' and 'marketplaces' challenging traditional understandings of market geographies, arguing for a need to further explore the market for experiences.

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Social media influencers and body fascination

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Abstract:

This research explores the role that young female users of image based social media platforms, such as Instagram, can be influenced by prominent 'celebrity' influencers. The research draws on theories of social connection and gaze to explore notions of body fascination and its drivers to capture the attention and extended attention of followers. Through in-depth interviews we explore the potentially negative impact that this gaze practice has on female Instagram users, especially those vulnerable to body fascination and self-comparison. From here we explore how some users try to negotiate the tension between being drawn into an extended gaze practice and wanting to divest themselves from the platform. We contribute to the extant literature on consumer cultures by exploring the notion of digitally mediated connections and how these loose ties to a prominent poster can influence followers' sense of self and worth in comparison to the influencer

Keywords: Social Media, Gaze, Gender

Introduction and Research Aim

Alexis Ren began her career as a social media influencer by becoming a 'swimwear enthusiast' at the age of 19 and quickly amassed over 5 million followers on Instagram. From her beginnings as an 'internet celebrity' she is now partnered with various swimwear and fashion brands, she made Maxim's cover in March 2018 and has appeared on reality TV shows, such as Dancing with the Star (USA). Ren is just one of thousands of influencers who are famous primarily from their online presence and from the presentation of their physical form on a primarily visual social media platform, Instagram. This research explores how body prominent social media influencers attract and affect their follower bases on a platform that continues to grow at a phenomenal rate with over 100 million users being added every quarter (Belinska, 2018).

We aim to show how social media can draw some users into a cycle of extended gaze and body fascination practices. We seek to understand whether prominent social media influencers that rely on visual presentation of their own body impact, either negatively or positively, their follower base's sense of self and their social media engagement practices. From here, we seek to understand how followers of social media influencers manage their relationship between their own ideals of body and those presented on social media. We purposefully explore the impact that body influencers can have on young female users, as this follower base is not just very active on Instagram, but also considered vulnerable to body idealisation messaging (Cohen et al., 2017). Our research questions firstly explore how young female users of social media engage with and consume image oriented influencer's posts on social media and secondly what impact this consumption practice has on their sense of self. We offer contributions to the consumer culture theory literature on digital relationships and social connections both online and offline; consumer management practices of social media, and finally body fascination and its impact on personal identity and sense of self.

Background

Tiggemann (2015) argues that positive body image is central to self-worth but also that practices of body expression are influenced by social identities and connections built with a wider social network. In a socially connected visual experience, such as Instagram, it is no surprise that body presentation has become prominent. Drenten et al. (2018) explore this influence of body presentation via social media by showing how female bodies can be akin to sexualised labour in that the female body is used as a means of monetising attention from a follower base. In contrast to traditional notions of sexualised labour the influencers in their study have no guarantee of financial reward; however, they do show that overt sexualisation and body presentation can be a way to improve their chances of monetising their follower base. This sexualisation of the female body is not uncommon in social media (Daniels, 2016). Veer and Golf-Papez (2018) show that presentation of one's sexual self online can be empowering for the creator but also can lead to a loss of agency and power if that imagery is then used against the creator. Rees (1998) argues that one's subjective understanding of their own identity and empowerment are intertwined. Empowerment has been the focus of substantial academic exploration with its link to identity being central to a notion of empowerment. Gurrieri and Drenten (2019) show that body related hashtags on social media can be a reinforcement of desired body images and help to form social norms associated with those hashtags. This can be coupled with research that shows body dissatisfaction, poor mood and low self-esteem has been identified as prevalent in female social media users (Fardouly, Diedrichs, Vartanian & Halliwell 2015; Perloff 2014; Tiggemann & Zaccardo 2015) and exposure to perceived attractive images of peers and celebrities through Instagram, in particular, facilitates appearance based comparison (Brown & Tiggemann 2016; Hendrickse, Arpan, Clayton & Ridgway 2017). Our research looks to explore this specific interaction between user, influencer, platform and self by investigating what impact Instagram influencers who rely on body presentation have on their followers' sense of body, self and worth.

Methodology

This research took a phenomenological approach to understanding how users interact with the key influencers that they follow on social media. In depth interviews were undertaken with 19 participants and questioning followed a process of firstly exploring general social media use then specific questions regarding influencers who use their body as a means of attracting the participant's attention. All participants were adults and reflected the key target of female aged between 18-26 and all were regular users of Instagram, logging in at least daily, if not multiple times a day.

Key Findings, Contributions and Discussion

Body fascination and gaze practices were prominent in the dataset with participants regularly engaged with gazing/voyeur behaviour towards influencers that prominently display their physicality. We also saw a duality between a desire to gaze and the tension of feeling controlled and disempowered by imagery that creates a body ideal that the user may feel unattainable (Dittmar and Howard, 2004). This tension sometimes led participants to engage in management practices to divest oneself from the platform; however, this tension is exacerbated by the social nature of the platform itself and the inability or unwillingness to engage in compensatory behaviour (Turel et al., 2018). For example, some participants reported taking a break from Instagram after realising their gaze behaviour was affecting their wellbeing, but then felt left out when friends would talk about influencers that they used to share (Buglass et al., 2017). Some participants also reported feeling more connected and more likely to gaze at certain influencers on social, as they felt closer to an aspirational figure, which is similar to Eagar and Dann's notion of social capital building through social media's romanticised rhetorical function (Eagar and Dann, 2016). This effect was particularly prevalent when the influencer shared personal aspects of themselves with their audience (Calvert, 2004; Hogan, 2010). As a result, self-care practices and social inclusion can lead to a toxic attachment to a platform that is difficult to break. Participants would display an unconscious connection to their device and their social networks with one participant pausing mid-discussion, having been distracted by notifications on their phone, to check the alert and then realise that was the exact topic of conversation. In particular, participants' shared concerns regarding the impact that Instagram's reliance on visual aesthetics has on younger, more vulnerable users, in line with previous work in social psychology (Fardouly et al., 2015; Perloff, 2014). This impact on body comparison by younger social media users further exemplifies the need for a better understanding of not just how users are engaging in body fascination practices online but why the draw to them is so strong.

Implications

This research shows the power that social media plays in capturing and keeping the attention of its user-base. Our research shows that influencers that draw on their physical body were able to exhort addiction-like behaviours from their followers. So much so that followers found it hard to divest themselves from the entire platform as the draw of gazing at the influencers' posts (Veer, 2011), coupled with a fear of social exclusion (Buglass et al., 2017), was so strong. This research aids in our understanding of consumer culture exchange via digital media, community influence and social capital building in online platforms as well as offering insights into how self-presentation online could impact vulnerable viewers.

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Brand aesthetics: Interpretations of consumers imagined homeland

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Abstract:

This paper examines how consumers interpret host country brands drawing on visual aesthetic referents sourced from a consumer's imagined home culture. As globalisation rises, many consumers maintain consumption habits from their home culture. Prior literature has discussed ways individuals consume products from their home culture and ways brand producers can foster connections to the imagination of a consumer's home culture. Despite this, prior research in marketing has largely overlooked how consumers interpret the imagery used by brands to shape connections to an imaginary home culture. This study employs a multiple case study comprised of photo elicitation techniques and in-depth interviews with diverse Middle Eastern diaspora consumers in Australia. Findings discuss three emergent themes, representational, emotional and relational that help demonstrate the symbolic power of brand visual aesthetic referents. The study contributes by providing marketers and designers with strategic guidelines for better constructing markets and places with aesthetic referents in branding.

Keywords: Brand aesthetics, cultural referents, imagined community

How consumers orchestrate care following unplanned disruptions

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Abstract:

This study explains how consumers orchestrate family care after unplanned disruptions by enrolling, training, motivating, negotiating with and managing supportive market and non-market actors within the dynamic requirements of complex care systems. Showing how families develop and habituate new practices of care in the context of chronic health conditions, this study extends prior research by elucidating (a) how consumers habituate practices without planning, and (b) how they respond when they must adopt complex new practices that cannot be outsourced. This study also highlights the often-silent managerial and emotional work of consumers as practice orchestrators. This research informs organizations and policy makers on how to support consumers in developing and habituating care practices for other contexts of unplanned disruptions.

Keywords: orchestration, caregiving, consumption practices.

Introduction and Research Aim

Caring for family members is an integral part of family dynamics. This study examines how families orchestrate care upon facing life-disruptive challenges, such as having a child diagnosed with a chronic health condition (CHC). Building upon prior work by consumer researchers who adopted an assemblage theory perspective to further a systemic view of care networks (e.g. Epp and Price, 2018; Epp and Velagaleti, 2014), this study further investigates the orchestration work required to deal with the dynamic requirements of complex care systems (Cruz, Snuggs, and Tsarenko, 2018; Piacentini et al., 2014) and to facilitate the implementation of and habituation to new practices of care (Thomas and Epp, 2019).

CHCs represent an extreme context in which to examine the orchestration of care because they are characterized by disruptive circumstances that exacerbate the challenges families face in daily life. CHCs are often incurable and thus their evolution and outcomes depend in part on how care is delivered and received, adding importance to the challenge of orchestrating new practices of care.

As research on orchestration of care is emergent in consumer research, we draw from the more consolidated perspective of orchestration of care in occupational therapy (Larson, 2000), which is relevant in view of the all-encompassing nature of caring for vulnerable family members daily. Orchestration here thus refers to complex daily activities that are central to facing disruptive challenges and to sustaining family lives and personal relationships at the family nucleus. Orchestration work requires daily 'anticipation, forethought, shifting of information, decision making, and a coordinated response' (Larson, 2000, p. 270).

This study focuses on those family members who assume the role of care orchestrators. These are lead caregivers who are emotionally involved with the care receivers and who enroll, train, motivate, and manage other actors in the care system who will support the adoption and habituation of new practices of care (Larson, 2000). Thus, we provide fresh insights into daily orchestration activities, highlighting the essential, yet often invisible, work of care orchestrators and its relevance for consumer literature.

RQ: 'How do lead caregivers orchestrate practices of care under life-disruptive challenges?'

Background and/or Conceptual Model

Consumer research has studied how family members, friends, and service providers interact to improvise new ways to provide family care. Such studies have addressed, for instance, the challenge of assisting vulnerable family members in consumption activities (Barnhart and Peñaloza, 2012) and have discussed how families operate as collective consumption enterprises (Epp and Price, 2018). Collective consumption is consequently seen as critical to the integration of family members who are unable to consume independently (Barnhart and Peñaloza, 2012; Dean, Kellie, & Mould, 2014; Pavia and Mason, 2012).

Research has also discussed how families often need to engage support from the marketplace for caregiving activities, thereby creating complex networks of consumption involving not only members of the family and their social networks but also external service providers (Barnhart, Huff, & Cotte, 2014; Epp and Velagaleti, 2014; Piacentini; Huff and Cote 2010, 2011). These complex collective consumption enterprises of care need to be assembled and managed – in other words, they need to be orchestrated (Epp and Price, 2008). Although the need for orchestration has been tangentially discussed in consumer research literature (e.g., Epp and Price, 2008; Mason and Pavia, 2006), it remains an abstract and evolving concept.

Consumer research has also considered how families adopt and habituate new practices of care (Mason and Pavia, 2006; Pavia and Mason, 2012; Thomas and Epp, 2019). Arguably, the adoption and habituation of new practices of care is particularly challenging under life-disruptive circumstances such as unexpected widowhood, bankruptcy, natural disasters, or the diagnosis of a CHC. In fact, research has shown how families whose lives have been disrupted strive to normalize life by 'carefully orchestrating activities that span their world and the "normal world" (Morse, Wilson, & Penrod, 2000), even though these families often acquire an 'outsider' status (Mason and Pavia, 2006).

Methodology

Sixteen interviews were carried out with members of 8 families living with type-1 diabetes (T1D) in Santiago, Chile. For some families, only the key caregiver was interviewed. In others, mother and patient, or both parents and the patient, were interviewed. Additionally, in-depth interviews were performed with two specialized nurses — one at an NGO supporting families dealing with T1D and, the other at a private school attended by several diabetic children. Interviews were conducted in person, in Spanish, by one of the authors or a trained research assistant who is also a T1D adult patient and volunteers at the same NGO mentioned above, providing for excellent rapport with the informants. The interviews lasted on average 68 minutes, corresponding to 276 single-spaced pages of transcribed text. Interview data was complemented with archival data from an NGO working with diabetic families. The data was jointly coded by the three authors, who iterated between close readings of the dataset and the literature.

Results and/or Discussion and Contributions

Our findings suggest that orchestrating practices of care goes beyond decision making; it is an ongoing process that involves navigating paths of resistance and promoting collaboration, with different possible outcomes for patients but also for caregivers, who may experience challenges due to the demanding nature of managing practices of care.

This daily struggle evidenced in our findings had been less visible in the literature of care management, in which the experiences of those facing a CHC are summarized in big milestones. Hence, we enrich the literature by illuminating the routines and practices of patients and their caregivers, integrating this perspective into consumer research on family management and consumption. This manuscript extends previous research by discussing and illustrating four dimensions that constitute the orchestration work: (1) assembling a team, (2) outsourcing care practices, (3) exploring management styles and (4) performing emotional work. These dimensions shed light on how orchestrators lead families in habituating vital practices of care when faced with destabilizing conditions and on how they compose an unstable balance in which they find comfort. We also call researchers' attention to how the relational, and therefore collective, nature of orchestrating care may have transformational outcomes both at the collective and at the individual level.

Implications for Theory and Practice

This article foregrounds how consumers adopt and manage complex practices when faced with unplanned disruptions for which market solutions are not readily available. We explain how key caregivers orchestrate practices by enrolling, training, motivating, negotiating with and managing supportive actors within the dynamic requirements of complex care systems. We inform organizations and efforts towards the societal inclusion of people with disabilities, assisting in the development of care practices for other contexts of unplanned disruptions.

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Dark dynamics: Recruiting into markets of harm

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Abstract:

Extending upon scholarship into institutionally complex markets, this paper investigates the recruitment and engagement of 'producerly consumers' into markets of harm. In the context of the user-generated amateur pornography market, this paper unites market dynamics with radical feminist theory to understand women's participation as uploaders of content in this practice. Recruitment into institutionally complex settings of commodification has begun to be explored (Hartman & Coslor, 2019). However, concern must also be taken with audiences as content creators *in and of* violence (Dholakia & Reyes, 2018). Through a visual and textual analysis of archival data, preliminary findings have begun to reveal insights on how co-existing contradictory logics intersect with recruitment and participation practices. In uniting market dynamics scholarship with the overlooked notion of marketplace violence (Fırat, 2018), this paper contributes to understanding the neglected dark-outcomes (Press & Arnould, 2011) and power imbalances (Ghaffari, Jafari, & Sandikci, 2019) of market shaping.

Keywords: market dynamics, dark outcomes, institutional logics

How banning legitimate entities can change markets

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Abstract:

In this paper, we explore changes in institutional fields surrounding the removal of legitimate entities. Specifically, we investigate the complexity surrounding shifts in institutional logics by considering how the elimination of a legitimate entity impacts the practices of multiple actors. Examining the plastic bag ban in Chile, we document changes to the market that are driven by the ban, and the consequent actions by government, retailers, consumers, plastic producers and other market actors as they navigate the logics in search of a replacement entity. Using qualitative data from archives, social media, and interviews, we identified the tensions, changes, and contradictions in logics that emerged in the process of implementing a field-level sustainable initiative. Our preliminary findings show that the emerging sustainable logic that resulted in the removal of the bag is conflicted, contested and contradicted by colliding logics and multiple actors' interpretations that generate complexity in the market.

Keywords: Institutional logics, complexity, plastic bag bans

Introduction and Research Aims

Previous research has accounted for how market actors, particularly consumers, promote disruptions in markets (Dolbec & Fischer, 2015; Scaraboto & Fischer, 2013), and has started to explore how these actors adapt consumption practices to market disruptions (Phipps & Ozanne, 2017). Recently, within this line of inquiry, it has been identified that when market fields characterised by different logics come in contact with one another, tensions between market actors are introduced into these fields. Often, as entities (e.g., objects, actors, practices) from one field are introduced into another, colliding or conflicting logics interfere with these entities' legitimation process (Godinho et al., 2017). Whereas the introduction of new entities to a field has been well explored (e.g., Ertimur & Coskuner-Balli, 2015; Humphreys, 2010), less attention has been given to the banning or removal of a legitimate entity from a field, and the consequent conflicts in new logic interpretation and enactment by different market actors as they search for replacement entities. This abrupt change is different from the process of delegitimation, where the status of a focal entity is gradually altered until it becomes unacceptable in a field. Therefore, the aim of this study is to explore market changes in complex institutional fields (i.e., those characterised by conflicting logics) that result from the removal of legitimate entities.

We address two research questions in line with this aim:

RQ1: How does the removal of a legitimate entity change the practices of multiple actors in complex institutional fields?

RQ2: How are fields shaped by the removal of a legitimate entity?

We explore these questions through a longitudinal qualitative study of the case of the plastic bag ban in Chile, whereby a legitimate entity was removed from the institutional field. This context is appropriate as Chile was the first American country to implement a country-wide ban on the bag, joining a global movement for more sustainable shopping practices. The implementation of the ban was government-driven, and publicised through the hashtag #ChaoBolsasPlasticas [#GoodbyePlasticBags]. The campaign started in October 2017 when the law was announced, and shifted to the motto #Llevatublosa [#Bringyourownbag] in August 2018, when the law was implemented. Our data covers this entire period, including Tweets, Facebook posts, media articles, and interviews with multiple market actors.

Theoretical Foundations

Institutional Logics

Logics are "socially constructed, historical patterns of material practices, assumptions, values, beliefs, and rules by which individuals produce and reproduce their material subsistence, organize time and space, and provide meaning to their social reality" (Thornton & Ocasio, 1999, p. 804). Institutional logics define the content and meaning of institutions (Scaraboto & Fischer, 2013), and shape what market actors pay attention to when operating within a field (Dolbec & Fischer, 2015). As such, logics are the formal and informal rules that guide action, interaction and interpretation for all market actors. Logics constrain decision-makers and shape routine practices (Thornton & Ocasio, 1999). By prescribing and proscribing actions, logics aid actors in making sense of the world (Suddaby & Greenwood, 2005).

Introducing Sustainable Practices to Markets

Sustainability research has increasingly emphasised the importance of understanding the impact and consequences of introducing environmentally sustainable practices and changes (e.g., Olsen et al., 2014; White et al., 2019). This is based on the idea that businesses that are able to adapt to the sustainability demands of the changing world, by engaging in socially and

environmentally responsible practices, are more likely to foster positive consumer perceptions and thrive in profitability (White et al., 2019). However, even if it promotes more societal-level good (White & Simpson, 2013), the support for the change by market actors (e.g., bringing own bags) often requires significant social approval and the development of collective norms (Karmarkar & Bollinger, 2015). Further, the existence of multiple institutional logics in a field can create potential contradictions in the enactment and performance of sustainability. While contradictions among logics can provide resources for social change (Friedland & Alford, 1991; Thornton & Ocasio, 1999), multiple logics can also create challenges (Scaraboto & Fischer, 2012). This creates institutional complexity whereby logics can be incompatible and conflict with one another (Cherrier et al., 2018; Ertimur & Coskuner-Balli, 2015).

Methods

To explore the ongoing and processual dynamics of multi-level changes in complex fields, we collected and analysed news media documents (n=162); regulatory documents (n=36); sustainability reports from the top three supermarkets (n=8); tweets and comments from the #GoodbyePlasticBags (n=5765) and #Bringyourownbag (n=4969) threads; Facebook post threads from the top three supermarkets (n=949); interviews with checkout assistants (n=31) and consumers (n=23); and ethnographic incursions (n=62), which documented consumer experiences with the change. Following the processes of Swan et al., (2010), we first organised our data around critical periods, based on major changes in the initiative (e.g., regulatory changes/discussions). Then, we examined tensions and contradictions that occurred within competing institutional logics.

Findings and Discussion

Our preliminary findings illustrate the unintended consequences that result from the removal of a legitimate entity from a market. As practices are embedded in ecosystems, made up of prevailing logics, other actors, and practices, the removal of a legitimate entity creates complexity as market actors make attempts to replace the entity. This complexity is emphasised as conflicts arise in how actors interpret the logics, for instance, the *sustainability* logic. In this case, retailers advocated for positive marketing practices in sustaining their business (e.g., "using this space for brand building and [...] better relationship[s] with customers"). However, consumers began to question the initiative (e.g., "so we have to purchase the fabric bags"; "caring for the planet becomes another business"), and associate the ban with other necessary changes (e.g., "you should start by eliminating plastic packaging"; "the number of shoes thrown away with your campaign 'HeelsLovers' creates more damage than plastic bags"). This is further complicated as the field is made up of multiple, often conflicting and colliding logics, that simultaneously present multiple and heterogeneous interpretations.

Implications for Theory and Practice

Our research contributes to marketing scholarship by providing deeper understandings of changes in complex fields that result from the relational actions and interactions of multiple actors. Particularly, we contribute to the growing stream of work on Institutional Logics in marketing by exploring what happens when a legitimated entity is removed from a field, leading to complexity in which actors must navigate colliding and conflicting logics and find replacements.

Practically, our research provides foundational support for market actors in contributing to prosocial change in ways that create value for consumers and the company. Further, our work can inform public policy on how to promote prosocial disruptions and manage transitions in complex environments made of multiple, often complex or contradictory, logics.

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Emotions vs. construction of war-sites experience authenticity

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Tourist emotional experience at a destination is essential to tourist satisfaction. However, the impact of tourist emotions on their apprehension of authenticity at heritage sites, including war sites receive little academic attention. This paper aims to study how tourists' emotions affect the realization of authenticity through a phenomenological and sociocultural approach. Findings reveal that fear, excitement, and grief were the complex emotions that shape tourists' different perception of their war-sites experience. Another finding was that different tourist groups reflected different emotions due to their different cultural background and knowledge. The study adds an insight into the discussion of authenticity by focusing on the relationship between tourist emotions and their authentic experience at war-sites. It is also helpful to the management of tourist experience at heritage war-sites.

Key words: heritage, war-sites, emotions, authenticity,

Introduction

A substantial body of marketing research has explored the role emotions plays in consumer experiences (Alasma & Pantti 2006; Gilon 2018). In recent years, a number of studies have recognized the significance of emotion in tourism (Bigne et al. 2008; Matheson 2008; Tung & Ritchie 2011; Lin et al. 2014; Bude et al. 2014; Servidio & Ruffolo 2016; Knobloc et al. 2017). Existing work in tourism have focused on the connection between emotions with tourists' satisfaction or intention behaviour. Despite the recognition of the importance of emotions in understanding tourist experience (Kidron 2013, Servidio and Ruffolo 2016), little attention has been directed toward the impact of emotions on tourist apprehension of war sites authenticity.

This paper addresses the impact of tourists' emotions on the realization of war sites authenticity through a phenomenological and sociocultural approach. We aim to position emotions in the process where tourists authenticate the war sites and their experience on-site. This is important because despite emotion being an important notion in tourism researches, the relationship between emotion and authenticity lacks a proper theoretical foundation.

Theoretical framework

Tourism studies have for long attended to the notions of authenticity (Cohen, 1988; MacCannell, 1973; Trilling, 1972; Wang, 1999). Recent trend in studying about tourist experience at dark sites (Miles, 2014; Reynolds, Sonnenburg, & Wee, 2016) suggests that tourist want to engage in an experience that is beyond pleasure. Tourist experience include the authentic experience provoked by tourism objects (Coupland & Coupland, 2014; Matheson, 2008) and the experience of authentic self (Kim & Jamal, 2007; Steiner & Reisinger, 2006). Discussion on authentic self is beyond the aim of this paper. Rather I focus on authentic experience that looks into what is perceived authentic by the tourists in the tourism objects and the authenticity of the tourist experience per se. By entering the tourism encounters, tourists can authenticate places through their emotions in connection to the places (Knudsen & Waade, 2010). Tourist emotions are also elaborated in the hot authentication process (Cohen & Cohen, 2012) that renders the tourist authentication as informal and subjective.

Research methods

This paper investigates how emotions which constituted and shaped tourists' authentic experience regarding the war sites visit. Phenomenological interviews (Masberg & Silverman, 1996; Thompson, Locander, & Pollio, 1990) were conducted with 50 tourists from different countries. Projective technique was applied with participants' reflection on their emotions through their own photo album, books, poems, etc. Open coding was used to identify emerging themes from data.

Findings

Findings reveal that fear, excitement, and grief were the most common emotions experienced by tourists. Fear was what most tourists felt when they were walking through former battlefield landscapes, or looking at photos in war museums, or gazing at the cells of war prisons. Excitement was evoked by the wander through a once-dangerous place to think about the man power to carry artillery into the battlefields and will power of people doing that in very difficult conditions. Tourists, regardless of their nationality or cultural origin, expressed the grief for combatants of both sides who died young, many of whom remained unnamed. Such emotion helps make the war sites real and resist the fading away of the war events over time.

Different groups of tourists reflected different emotions. Vietnamese tourists' pride about the sites confirmed the realness of the meaning of the sites. Pride is important in their perceiving the war- sites as authentic because they strongly felt a sense of belonging to their community and a sense of value about that belonging (Maldonado, Lazo, & Carranza, 2008). For non-Vietnamese tourists, healing and distrust were the commonly observed emotions. Healing can be seen in the relationship among people of once-opposing forces, which is no longer hostile when tourists and local people interacted friendly. Healing moments enhanced tourists' experience in a way that they take on different meanings of their service in military, curing the wound in mind as many veterans struggled to forget the painful memories and traumatic experiences that may have lasted for decades after the war. However, many foreign tourists experienced distrust or discomfort against the physical evidence or interpretation of the site. This is specific to foreign tourists who know from their own knowledge or personal experience that part of the reconstruction or narratives on-site are not convincing. These findings suggest that emotions can be a stimulus to perceived authenticity or a barrier to the perception of site authenticity.

Discussion

Theoretically, the study contributes to the literature stream of authenticity in heritage tourism by demonstrating that tourists from different cultures and countries perceive the authenticity of war- site heritage differently. Discussions of emotions in connection with authenticity offer great potential to understand tourist experience. In this paper, tourists who visited war sites in Vietnam presented complex and at times paradoxical emotions. Some experienced their visit as positively surprising, but some encountered negative emotions like fear, sadness or grief. Previous research has argued that such emotions are usually associated with the experience of dark sites (Miles, 2014). However, it was found that negative emotional response in a dark tourism context does not automatically imply that the visit itself was meaningless and undesirable (Nawijn, Isaac, van Liempt, & Gridnevskiy, 2016). On the contrary, tourist emotions were aroused by the physical environment and interpretation of the sites, and thus the emotions they felt, positive and negative, helped to confirm or reinforce the sense of realness of the sites as war-related sites.

Practically, understanding of how tourists authenticate the war sites with their emotions help the management of tourist experience. In order to reduce the likelihood of tourist dissatisfaction and enhance the emotions that facilitate the realization of war-sites authenticity, the representation and interpretation at the sites should be adjusted in a way that is more appealing and persuasive to multiple segments of tourists. For instance, more stories from living witnesses of the war, and more detailed information from multiple perspectives should be provided to lend support to the completeness of interpretation and credibility of reconstruction at the war sites. The study is helpful to the management of war sites experience to understand how the places are emotionally charged by the tourists, and whether tourists' emotion resonate with the level of emotional experience that the sites managers want to enhance.

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Taking the bull by the horns: Linguistic ideology and masculine consumption

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Abstract:

Ideology and language are two prominent forces that shape culture and consumption. Although there is a recent renewed focus on the role of ideology and its impact on consumption practices, little work has been done on linguistic ideology and its impact on consumer identity, their practices and their attitude towards brands. This ethnography on Jallikattu, a bull-taming sport of the Dravidians (a South Indian ethnic populace), investigates the role of ethno-linguistic ideology, masculinity and anti-consumption in shaping consumption practices and brand meanings among the Dravidian population in India. Informants use masculine consumption as a means to resist the forces of globalisation and corporatization and are trying to reestablish new consumer roles and identities for achieving a just society made of Dravidian valour and selfrespect. The paper contributes to the domains of ethnic consumption, ideology and brand management by exploring the relationships among these domains which have been often investigated separately.

Keywords: Linguistic Ideology, Anti-consumption, Masculinity

Introduction and Research Aim:

Ideology is a set of ideas and beliefs employed by social group(s) to create a shared sense of purpose (Eagleton 1991). Consumer research has recently started to turn its focus on ideology and how it shapes the consumption practices of individuals (Kozinets and Handelman 2004; Arnould and Thompson 2005). The primary focus of such studies have been how consumers have used ideology to resist corporatization of consumption and anti-consumption of Western brands (Thompson and Coskuner-Balli 2007; Varman and Belk 2009).

Consumer research studies have also looked at Black Nationalism (Crockett and Wallendorf 2004), Swadeshi Nationalism (Varman and Belk 2009) and Islamic Nationalism (Izberg-Bilkin 2012) in shaping consumer identity and the consumption choice. However, there is scant research on how linguistic ideology can be used to construct consumer identities and consumption practices leaving an important theoretical gap. To address this gap we focus on the Dravidian ideology, an ethno-linguistic ideology developed and popularized during the early 20th century in the South Indian state of Tamil Nadu (Hardgrave, 1965) and how it has been used to shape consumer roles and consumption practices.

The aim of this study is: To understand how an ethno-linguistic ideology shapes consumer roles, their identities and the meaning of the products and brands they consume. We address two research questions in line with this aim:

RQ1: How do consumers use ethno-lingual ideology to shape their identities to counter the forces of modernity and globalization?

RQ2: How are consumption practices and attitude towards global and local brands impacted by ethno-lingual ideological beliefs?

Background

Ideology is most effective when it is embedded in unconscious predispositions and cultural codes and shapes everyday actions (Hansen 1999). Dominant groups invoke ideology in a programmatic sense to create delusions for their interests to prevail; while resistive groups use ideology to raise consciousness and mobilize people against a dominant ideology (Guess 1981). Dravidianism, an ethno-linguistic cultural nationalistic ideology developed and advanced by the Tamil populace on the premise that South Indians (Dravidians) formed a racial and cultural entity that was different from the North Indians (Aryans/Brahmins) (Barnett, 2015). Dravidian ideology proposes "the recovery, revival and celebration of an ancient "non-Brahmin", Dravidian (Tamil) language, religion and culture, free from the fetters and influence of Brahmins and Brahmanical culture" (Vaitheespara, 1999, 3). It seeks the construction of a Dravidian Tamil identity and history that valorize and celebrate the "non-Brahmin" Tamils.

Research Context and Methodology

In our research, we specifically focus on consumption rituals around Jallikattu, a traditional Dravidian bull-taming agrarian spectacle. The Dravidian Tamil populace considers the event as a symbol of their ethno-cultural identity and pride. The event, celebrated in the month of January every year, witnesses hundreds of young males attempting to tame the bulls by latching to their horns or humps. The untamed bull that wins is used to service numerous cows at the local level.

The native population views this spectacle as a tradition means to identify and preserve the native breeds of cattle.

However, the Supreme Court of India banned the traditional ritual in 2016 based on the plea by the organisation PETA (People for the Ethical Treatment of Animals), citing Jallikattu promotes animal cruelty. The ban was perceived as suppression of Dravidian Tamil pride by the global forces supporting PETA and triggered a massive protest all over Tamil Nadu after which the ban was lifted (Kalaiyarasan, 2017). This ethnography began in January 2017 and was completed in February 2019. The data was collected from both primary and secondary sources. More than 150 in depth interviews along with non-participant observation of the Jallikattu events were conducted. The interviews were transcribed and were coded separately by both the researchers and then exchanged. Both open and axial coding was used within each transcript and across multiple transcripts in order to obtain the emergent themes (Spiggle 1994). The data was analyzed through an iterative hermeneutic approach (Thompson, Pollio & Locander 1994).

Findings and Discussion

Our findings reveal that the informants use the ethno-lingual ideology to delegitimize the global corporate brands/entities as perpetrators of post-colonial form of Aryan hegemony to suppress the Dravidian identity. The delegitimization was effectuated through two major narratives:

Defilement of the Domestic: Domestic in the Dravidian Tamil culture refers to interior private sphere inhabited by the sacred feminine (Manoharan and Varman 2018). Informants argue that it bears the symbols of piety, purity, chastity and domesticity (Welter 1966) that were defiled by the actions of the corporate firms run by the Western forces and Aryan Brahmins. Informants equate the cow, the woman of the family, the Tamil language, Tamil culture and the Davidian nation to the sacred feminine and lamented their piety, purity and domesticity is defiled by globalization. Consumers feel that the consumption of global/foreign brands has led to the contamination of body, mind, soul and culture as they bring intoxicating materials into their lives.

Emasculation of the Virile: Informants visualise the bull as the extended self of the Tamil masculinity and Jallikattu as a spectacle that helped them to exhibit their hyper masculinity. The bulls are seen as the source of audacity, dependability and virility. The removal of the sport is seen as a blow on their masculinity by global forces. Also, the bull is seen as the source of making the farmer's indigenous agriculture sustainable. Informants contest the issue of animal cruelty and symbolise PETA as an agent of corporate and Aryan hegemony to make the Tamil agriculture unsustainable, so that they can sell their products.

To counter the global forces and the imposition of unsustainable practices, informants used the Dravidian ideology to construct newer consumer identities that promote the local consumption:

Construction of a Masculine Domesticity: Informants felt that it was the females duty to protect the household and the nation. They felt that they need to transform their roles into more masculine ones to protect their language, culture and nation. They invoked the elements of Dravidian ideology like Self-respect and Self-honour to construct new roles namely heroic mother, diligent wife and ascetic warriors who shun global brands and adopt local alternatives.

Construction of Aggressive Masculinity: Informants constructed a masculine Tamil identity that embraced Jallikattu and which exhibited qualities of physical strength, bravery and a martial spirit, qualities that strengthen the construction of a strong and independent Dravidian state. Informants positioned the values of aggressive masculinity articulated through masculine Dravidianism against a femininity defined by weakness, indecisiveness and corporate servility. Consumption of local products is seen as holistic and rejuvenating compared to the foreign brands which are depleting and subjugating. The ideology seeks to promote the creation of an aggressive masculine space to contest the global brands.

Implications for Theory and Practice

The paper contributes to the domains of ethno-linguistic consumption, ideology and brand management by exploring the relationships among these domains which have been often investigated separately. This conceptualization of masculine nationalism and its influence on the consumption adds a new dimension to the existing literature on ideology and consumption (Crockett and Wallendorf 2004; Izberk-Bilgin 2012).

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Vinyl records: The future of consuming music?

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Abstract:

Despite having been deemed to be obsolete nearly 30 years ago, vinyl records are enjoying since 2011 a major revival and seem to change the way we listen to music again. This paper uses an ethnographic approach to explore the nature and extent of the growing popularity and deep resonance with today's consumers. As nearly 48% of vinyl consumers these days are under the age of 35, attention is also paid to examining whether the resurgence of vinyl's popularity is a sign for another dramatic evolution in the music marketplace. We found that young consumers experience the material ritual of handling and playing vinyl records as "new" and exciting, which is also seen as technologically superior. We also found that many consumers have felt exploited, oppressed and betrayed by the digital music providers and, instead, turned to vinyl as music format that is seen to be dependable, trustworthy and personal.

Keywords: vinyl records, resurgence, marketplace evolution.

Introduction and Research Aim

An unexpected, strong wind is blowing and changing the way music is consumed these days. After having survived near-extinction, vinyl is enjoying since 2011 a major revival with a yearon-year sales growth of 40% (Jones, 2018; Sarpong, Dong & Appiah, 2016). This paper, however, suggests that vinyl records have not just made a surprising comeback but are the future of how we listen to recorded music (again). Obviously, such a statement contravenes the popular discourse in the media and among marketing and CCT scholars, which has for more than 20 years championed the digitalisation of music as a disruptive technology that is revolutionising and "democratising" the music industry (Giesler, 2008) and, thus, the way present and future consumers access and listen to recorded music with the promise of convenience, unrestricted mobility, freedom of choice and personal fulfilment (Denegri-Knott, 2015; Elberse, 2010). Every newly-emerging digital format from CDs (Daniel, 2019; Plasketes, 1992) over MP3s and digital downloads (Denegri-Knott, 2015; Elberse, 2010; Giesler, 2008) to streaming (Brown, 2016; Fuentes, Hagbert & Kjellberg, 2016) has thereby been hailed as the future of how we access, consume and enjoy recorded music how-, where- and whenever we want – only for it soon to be replaced by the next emerging digital format.

Vinyl consumers, on the other hand, are discussed as the "other" in a digital society (Fleck, Rossi & Tonsho, 2010; Goulding & Derbaix, 2019). Even though official figures since 2016 clearly show that 48% of vinyl consumers these days are under the age of 35 (Hassan, 2016), vinyl consumers are still depicted as nostalgic middle-aged and older individuals, who cling to an analogue technology and their memories of a romanticised past in order to (Fernandez & Beverland, 2019). To that end, vinyl consumers are said to assign magical properties to vinyl records that digital formats would lack, such as a fuller, superior sound and a "better feel" (Fleck, Rossi & Tonsho, 2010; Goulding & Derbaix, 2019). Some studies even suggest that many enthusiastic vinyl collectors today would not own a turntable and are primarily interested in the artwork of vinyl records rather than actually listening to them (Sonnichsen, 2017; Yoshim & Biddinger, 2008). This raises the question why CCT scholars and the media are so reluctant to adapt to an unexpected change in the marketplace, which conflicts with the dominant discourse. Is it possible that we are experiencing another "drama in marketplace evolution" (Giesler, 2008), where vinyl consumers now occupy the role of sonic warriors and pacifists in the modern digitalised music marketplace championed by the academic literature?

The aim of this study is:

To explore the growing popularity and deep resonance of vinyl records with today's consumers to understand whether it contributes to a changing music marketplace.

We address two research questions in line with this aim:

RQ1: What is the extent and nature of today's consumers' renewed interest in vinyl? **RQ2:** How does vinyl's deep resonance with consumers relate to the marketplace?

Methodology

This research takes an ethnographic approach, where the researcher explores from an "I'm-thecamera"-perspective and through social interactions (Wohlfeil, 2018) how consumers today perceive, experience, relate to and negotiate their personal preference for vinyl records within the digital age. The data was collected over period of 6 months during regular visits to two independent stores and two HMV branches as well as during the local World Record Store Day. The researcher's personal experiences, observations and conversations were recorded as written field notes in an A6 notebook diary. A hermeneutic approach was used to analyse the data. The field notes were examined through repeated part-to-whole readings to identify underlying patterns, which were then interpreted for deeper meanings. The following three main themes have emerged iteratively from the hermeneutic analysis.

Results and/or Discussion and Contributions

(Re-)Discovery of the obsolete "old" as the exciting "new"

Despite being well aware that vinyl is an old analogue music format that was deemed to be obsolete nearly 30 years ago, today's vinyl consumers, irrespective of their age, are found to actually experience vinyl records as an exciting "new" recorded music format. The dominant narrative in every conversation is that of an unintentional discovery. Many of the middle-aged vinyl consumers had in the 1990s replaced their vinyls with CDs and, later, MP3s. The accidental rediscovery of vinyl records has acted as powerful reminder of what they believe to have been missing since turning digital. Most of the young consumers have discovered vinyl by chance. Some have found their parents or grandparents turntables and records; others have been introduced to vinyl by their friends, before buying their first turntable with their own money. Due to being primarily used to MP3s and streaming, it is the material ritual of handling and playing vinyl records that they experience as "new" and exciting.

Reversed perception of technological superiority

In line with recent studies (Goulding & Derbaix, 2019), this research finds that today's vinyl consumers consider the "old", analogue vinyl technology to be superior to any of the digital music formats when it comes to sound quality, "feel", reliability and longevity. In fact, every new emerging format and update in the digitalisation of music is viewed as be another step in a long decline of quality and choice. Digital platforms like iTunes, Spotify, etc. are perceived as restrictive, impersonal and designed to meet corporate rather than consumer interests. By contrast, vinyl is said to offer consumers the feeling of being again in full control of use and ownership, which is credited as a main reason for its growing popularity.

Growing dissatisfaction with digitalisation of music and feelings of betrayal

One of the most important driver in the resurgence and growing popularity of vinyl identified in this research is a growing dissatisfaction among both younger and middle-aged consumers (male and female) with how digital music providers increasingly interfere and restrict their consumption choices and marketplace participation. One of the main reasons cited for turning to an analogue technology like vinyl is the feeling of being betrayed by once trusted digital music providers, who have seemingly no qualms, as Apple's decision to shut down iTunes shows, to wipe out on a whim a consumer's entire digital music library that has taken a large investment of time and money to build. Thus, the vinyl revival is not just a nostalgic return to a romanticised past, but seen instead as a return to a dependable, reliable and trusted music format that offers independence and full control. As one young female consumer puts it: "It is highly unlikely that someone suddenly knocks at your door and takes all your records away."

Implications for Theory and Practice

This research contributes to theory by (1) offering insights into why vinyl resonates deeply with young and middle-aged consumers nowadays; (2) ascribing vinyl's popularity as an old analogue technology to the perceived failings of modern digital technology providers; and (3) proposing that the current vinyl revival represents a dramatic marketplace evolution in line with Giesler's (2008) framework – but with reversed roles of dominance and rebellion.

The managerial implication is: A deeper understanding how consumers may feel let down, oppressed or even betrayed by digital service providers can enable marketers to position their non-digital products, services or stores as a reliable, dependable and trustworthy alternative.

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Crisis Communications in the Public Sector

Investigating the methods and effectiveness of crisis communication

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Abstract:

Crises are a major challenge which all organisations must prepare for. As a result, managers must have a sound knowledge of how to deal with these situations if and when they arise. Crisis communication should be a key element in these preparations. While it is important for an organisation to have a crisis communication plan, this does not guarantee success. Organisations must be dynamic and tailor their message specifically for the target audience and crisis situation. Furthermore, learning should occur whereby communicators critically analyse their performance and make adjustments as the crisis unfolds. This research takes a case study approach to investigate how one public sector organisation communicated with its key stakeholder group following three natural disaster events. We find that the organisation had an updated crisis management plan, practiced implementation procedures, and a well-trained experienced communication team. The organisation used a range of communication tools to reach the key stakeholder group. In addition, it was able to learn from events and adjust its communication strategy. In order to meet the information needs of this target audience, new media were used, two way communication was implemented, messages were more precisely targeted and press communications were altered. However, survey results showed the organisation struggled to manage communications across all three events.

Keywords: crisis communication, earthquake

Introduction

All organisations are susceptible to crisis. Whether related to product failures, strikes, criminal fraud, violence, or natural disaster, organisations both large and small face the threat of crisis events. As a result, it is imperative that managers have an understanding of how to cope with these situations and how to get the organisation back to normal. A key part of this process is communication.

In the early hours of September 4th 2010 Christchurch, New Zealand, experienced a 7.1 magnitude earthquake (EQ) which caused significant damage to residential and commercial properties as well as essential infrastructure. Six months later, the city experienced another EQ. This event caused widespread damage and fatalities. In total, 181 people were killed in the disaster, making it the second deadliest natural disaster ever recorded in New Zealand (N.Z. Police, 2011). A further two significant, but less destructive EQs, occurred in June.

Many Christchurch organisations were caught unprepared for the earthquakes. However, all organisations face crisis situations. It is imperative that managers have plans in place to deal with such situations when they arise. Communication plans are an integral part of such plans. This research will focus on how one public sector organisation, used crisis communications to communicate with one key group of stakeholders. We examine what communication plans and procedures the organisation had in place prior to the events, how the organisation adjusted during the events, and the effectiveness of the organisation's communications with this target audience.

Literature

Zdziarski (2006: 5) defines a crisis as "an event, which is often sudden or unexpected, that disrupts the normal operations of the institution or its educational mission and threatens the well-being of personnel, property, financial resources, and/or reputation of the institution". Furthermore, according to Millar and Heath (2004) a crisis is characterised by ambiguity, uncertainty and a struggle to regain control. People are often scared during crises and "seek causes and make attributions" (Coombs & Holladay, 1996: 280). Therefore it is extremely important for an organisation to act quickly to reassure their customers, staff, or other important stakeholders.

A crisis can be viewed as a threat to an organisation (Allen & Caillouet, 1994). The threat reflects the potential of a crisis to damage a firm's reputation. Organisational crises are categorised by high consequence, low probability, ambiguity and decision-making time pressure (Pearson & Clair, 1998). A fundamental aspect of managing organisational crises is communication. Crisis communication involves the sending and receiving of messages "to prevent or lessen the negative outcomes of a crisis and thereby protect the organisation, stakeholders, and/or industry from damage" (Coombs, 1999: 4).

The vast majority of the literature on this topic is either conceptual or case study based. It often involves simply suggesting the correct way to use public relations during crises. In addition, empirical research in this area is often distant from the event or based on secondary data. Thus, we know very little about the crisis communication response strategies used during crises and how stakeholders react to them (Ahluwalia, Burnkrant & Unnava, 2000; Dawar & Pillutla, 2000; Dean, 2004). In addition, research in the area of crisis communication has primarily focused on the private sector (Olsson, 2014).

Methodology

This research uses a case study approach. We examine the crisis communication activities of one public sector organisation in Christchurch, a University, after the EQs. Not surprisingly, extreme events and crisis are widely studied using single case studies (Johnson, Elliot, and Drake 2013). We used a varied of techniques to gather data. First, we conducted qualitative interviews with four individuals involved in managing the communication for the organisation. These interviews were audio recorded, transcribed and analysed with thematic analyses. We monitored the activity on two Facebook pages created to communicate with a key target audience, students, immediately after the first EQ. The number of comments as well as the amount of two-way interaction between the organisation and the students was recorded. We also undertook a quantitative survey of 156 students across the six Colleges of the university comparing the university's communications between the February and June events. Our methods were approved by a human subjects ethics review committee.

Results

Qualitative results indicated the university had a well-developed crisis plan, which included an extensive communications plan. The plan was evaluated using a fictional shooting scenario, which allowed testing of the plan and refinements to be made.

In the immediate aftermath of the first EQ, the main priority was keeping students away from campus. News media was informed, however, it proved difficult to get sufficient coverage of this message. To combat this, news media were invited into the library in order to get footage of the damage. Given the widespread electricity outage in the city, the traditional radio cancellation service was an initial first channel. Emails directly sent to students were also used. However, students were contacted using media vehicles not originally included in the plan including YouTube videos and social media. Two Facebook pages were created immediately after the first EQ. The "New to UC" page which was created to support the specific information needs of first year students. The "UC Earthquake Recovery" page had high levels of activity across the three events (comments 952, 1365, 828). However, by the second EQ Facebook also provided a means to engage in two-way dialogue with students. This allowed the university to interact with students and tailor communications, with interactions increasing between the first two EQs (interactions 68, 137, 103).

The survey was implemented in order to gauge the effectiveness of communication, in terms of usefulness and timeliness, following the February and June EQs. Students surveyed rated the communication following the February EQ to be of a higher standard on all measures compared to that following the June event. Furthermore, qualitative comments were heavily critical of perceived contradictory messages in June. This is partially explained by the timing of the events in the semester, early verses late in the semester, but also reflects the inability of the organisation to manage communications across the various Colleges. Although the university learned from the events and adjusted its strategy in various ways, and in response to the needs of a vulnerable group, it failed to adequately manage contradictory messages and assess the changing situation and information needs of students.

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Evaluating the stance of media reports in Hong Kong anti-extradition bill protest

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Abstract:

The recent anti-extradition bill movement in Hong Kong which involved millions of citizens protesting against the government, got massively reported by local, China and International media agencies. Given the influential role of media in setting policy agenda and affecting public's perception, this paper explores how Hong Kong (HK), Chinese and International media express their stances through evaluating their use of appraisal resources. Our findings indicated diverse stance expressed in the media reports where International media expressed stronger negative emotions towards Hong Government and China Central Government (CCG). Chinese media expressed significant higher positive judgment towards CCG and HKG officers while significant higher negative assessment on the anti-extradition bill protest and Hong Kong values and development is found in the HK media. This paper contributes to the research of public crisis and media analysis through the use of appraisal framework and offers practical insights for crisis communication professionals and policymakers.

Keywords: Anti-extradition bill protest; media stance; appraisal framework

Introduction of the anti-extradition bill protest

The anti-extradition bill protest on June 9th which was regarded as the biggest public protest since the 1997 handover by South China Morning Post and The Guardian, involved over 1 million demonstrators to occupy CBD to oppose the government's amendment of extradition bill. Over 4000 media reports on the anti-extradition bill protest were published by HK, China and International media agencies in June.

Conceptual Framework and Research Aim

As a significant communication tool, news media is the key to setting policy agendas and leading the public to perceive certain issues (Happer & Philo, 2013). Given the influential role of media in setting policy agenda and affecting public's perception, this paper explores how Hong Kong (HK), Mainland China (China) and International media express their stances through evaluating their use of appraisal resources. Appraisal framework is employed for the evaluation of media stance in this study. Appraisal is an umbrella term encompassing all the linguistic resources used for expressing attitude, engagement, graduation and negotiating stances (White, 2001) in various discourses, especially the media discourse. In the appraisal framework, the evaluation of attitude resource (Affect, Judgment and Appreciation) in particular, provides analysis of meaning in the text, revealing author/writer (i.e. reporter in our case)'s stance and attitude towards situation/ context (White, 2015). The classification on positive or negative attitudinal meanings further reveals the nature of stake and reporter's stance towards the subject or object being evaluated (White, 2015). For the evaluation of negative evaluation in this crisis situation, we have also investigated the six dominant negative emotions (anger, fright, anxiety, guilt, shame, and sadness) in the media reports (Ngai and Jin, 2016). We inquire into the following two research questions:

RQ1: What were the overall stances of Hong Kong, China and International media on the 2019 Anti-extradition Bill Protest?

RQ2: Were there any difference between the stance of Hong Kong, China and International media on the 2019 Anti-extradition Bill Protest?

Methodology

Sampling method: The paper focuses on online English news reports, an importantly primary source of information (Mitchelstein & Boczkowski, 2010; Trilling & Schoenbach, 2015), published by prominent news media corporations in Hong Kong, China and International. In total, we selected 12 high impact news media from the three regions based on their influence,

readership/ circulation and Alexa ranking. (See Table 1)

Data collection: The timeline of collecting news reports is between June 9th (the

Mainland China	Hong Kong	International	
XinHuaNet	South China Morning Post	Nytimes (US)	
ChinaDaily	Hong Kong Free Press	Theguardian (UK)	
GlobalTimes	Thestandard	Washingtonpost (US)	
China.org	EJInsight	Theepochtimes (US)	

Table 1. Online news media selected

first mass match against extradition bill) to June 18th (public apologies from HK Chief Executive). Related keywords (e.g. extradition/ amendment/ protest/ protestor/ riot/ Carrie Lam/ HK government) were subsequently input in Factiva.com. 1196 media reports from the 12 news media were uncovered. After filtering out duplication reports, editorial, commentary, 441 news reports were yielded. Through random sampling, 30 news reports from each region were selected. In sum, 90 media reports were sampled for content analysis (Confidence Level 95%, Confidence Interval 0.09278 and Standard Error 0.04734).

Content analysis: We coded the attitude resources and its assessment and appraisees based on the lexical indicators suggested in the appraisal framework (Martin & White, 2005) on sentence

basis to reveal the media's stance. (See Table 2)

Inter-rater reliability: The first author and trained coder coded 18 media reports (20%) and the average Cohen's Kappa for all categories was greater than 0.87.

Attitude System	Assessment	Lexical indicators	
Affect	Positive	Glad/grateful/fear/excited	
	Negative	/frustrated/confident/love	
Judgement	Positive	Fail/attack/injured/oppos	
	Negative	/shout at/throw/beat	
Appreciation	Positive	Reasonable/stable/firml	
	Negative	unpopular/controversial	

Table 2. Attitude resource system and examples of lexical indicators

Statistical analysis: Due to the report-length variation, all coded data have been standardized for ANOVA and t-test examination.

Major findings:

In response to the RQ1, the ANOVA results indicated there were significant difference between the use of attitude sub-systems (F(2,267)=98.077, p<0.0001). Tukey results revealed that Judgement (M=0.364) is the most frequently employed appraisal resource compared to Affect (M=0.123, p<0.0001) and Appreciation (M=0.105, p<0.0001). Furthermore, t-test result confirmed that negative Judgement was higher than positive one (p=0.0009). ANOVA results indicated that significant difference is found in the negative Judgement towards various appraisee groups (F(5,534)=15.145, p<0.0001). Negative assessment towards Protestors (M=0.1) is significantly higher than Hong Kong Government (HKG) Officers (M=0.041, p<0.0001), Hong Kong Police Force (HKPF) (M=0.0239, p<0.0001), the Chinese Central Government (CCG) Officers (M=0.0131, p<0.0001) as well the Foreign politicians (M=0.031, p<0.0001). As for Affect, t-test results also revealed a significant higher negative emotion (p < 0.0001). Negative emotion expressed towards HKG (M=0.033) is significantly higher than Protestors (M=0.016, p=0.007), HKPF (M=0.006, p<0.0001), CCG (M=0.005, p<0.0001) and Foreign Force (M=0.007, p<0.0001). Significant difference is also noted in the types of negative emotions expressed (F(6,623)=8.538, p<0.0001). Tukey results revealed that Anxiety (M=0.03) is significantly higher than Fright (M=0.01, p=0.001), Sadness (M=0.007, p<0.0001)while Anger (M=0.017) is significantly higher than Guilt (M=0.003, p=0.048).

In response to the RQ2, significant difference is noted in the use of Affect between regions (F(2.87)=7.913, p=0.001). International media has a significant higher use of Affect, especially negative Affect than Chinese (p=0.007) and HK media (p=0.023). Significant higher negative Affect towards HKG and CCG is witnessed in International media. Furthermore, ANOVA and Tukey results indicated that significant higher expression of Anger (M_{INTL}=0.034 vs M_{PRC} =0.004, p=0.001; M_{HK} =0.012, p=0.022) was noted in International media when comparing to the Chinese and HK media. In addition, our results a significant use of Judgement resource in Chinese media (M=0.495) than HK (M=0.284, p<0.0001) and International (M=0.312, p=0.0002) media. Significant higher positive judgement towards CCG's officers is found in the Chinese media comparing to International (p=0.033) and HK media (p=0.047). However, significant negative judgement towards Foreign politicians is also witnessed in the Chinese media (M_{PRC} vs M_{INTL} , p=0.0002; vs M_{HK} , p=0.0002). Lastly, significant differences on the use of Appreciation resource is also noted. Significant higher negative assessment on the anti- extradition bill protest ($M_{HK}=0.023$ vs $M_{INTL}=0.001$, p=0.0002; $M_{PRC}=0.008$, p=0.011) and Hong Kong values & development (M_{HK} vs M_{PRC}, p=0.022; vs M_{INTL}, p=0.03) is uncovered in HK media.

Discussion and implications:

The diverse stance witnessed in our study has strong impact on the development on the political crisis stemmed from the anti-extradition bill protest. Firstly, the contradicting stances exposed in different news media will widen gaps among various audiences and reinforce their

stereotypes (Murphy, 1979; Prior, 2005; Ferguson, 2008). By constantly describing negative behavior and emotions towards specific members, news media could lead to a higher level of biases (Geschke, Sassenberg, Ruhrmann & Sommer, 2010). Notwithstanding, negative emotions expressed by news media could lead to the outbreak of second crisis and trigger severe tension (e.g. Choi & Lin, 2009; Jin, 2010; McDonald et al., 2010; Jin et al., 2014) between different parties. Through the analysis of the diverse media stance, our study allows 1) policymakers to fully understand and strategically respond to public's preferences and demands revealed via the media reports as so to rebuild public's trust (e.g. Pinkleton, Austin & Fortman, 1998; Norris, 2000; Moy & Pfau, 2000; Hobolt & Klemmemsen, 2005); and 2) public officers and legislators to develop effective crisis communication strategy towards the diverse voices expressed by different appraisee groups (McLeod & Hertog, 1992).

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Digital Marketing and **Social Media**

AI-enabled promiscuity: Wham bam thank you mam

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Abstract:

AI-enabled checkouts (think Amazon Go checkout free stores) engenders consumers to control whether to communicate or not or engage or not in human interactions along the customer journey. As consumers become less comfortable with human-to-human interactions and more comfortable with the unfamiliar in a retail setting, this type of higher level control suggests that these interactions avoid intimacy, are devoid of psychological fulfilment and responsibility as consumers' desire for change seeking ensures their purchases become more and more transactional (Uber eats, Tinder, Netflix). As a consequence, this could be the death of self-service type checkouts and positive reinforcement for retailers to advance the adoption of AI-enabled checkout free stores of the future. However, retailers will need to develop innovative touch-points along the customer journey to enable customers to build emotional attachment and feelings of intimacy towards the product/brand/company, all the while maintaining their perceived control of the shopping interaction/experience.

Keywords: AI-enabled, promiscuity, purchase intent.

Introduction and Research Aim

The proliferation of technology takes-away human interaction, or at least minimizes the interaction so consumers can choose whether to communicate, engage or not. In current consumer culture, this type of higher level control suggests that these interactions avoid intimacy, psychological fulfilment and responsibility (Molesworth, Grigore & Jenkins, 2018). Technology enables consumer interactions on their terms and in turn, the potential to become more and more uncomfortable with human-to-human interactions. As a consequence, consumers are becoming more comfortable with the unfamiliar as their shopping interactions become more transactional (e.g. Uber eats, Tinder, and streaming Netflix). The aim of this study is: To explore the potential interaction effect of AI-enabled checkouts and promiscuity on purchase intent and if consumer change seeking mediates the interaction effect, resulting in a moderated mediation.

We address four research questions in line with this aim:

RQ1 (Study 1): Explore the possibility of positive interaction effects between checkout type (traditional vs. self-service vs. scan-and-go vs. AI-enabled) and promiscuity on purchase intent. RQ2 (Study 2): Replicate the results found in Study 1 without the baseline condition (traditional type checkout).

RQ3 (Study 3): Replicate Study 2 and test for a positive effect of checkout type and promiscuity on change seeking. Finally, to assess whether change seeking mediates the interaction effect of checkout type and promiscuity on purchase intent, resulting in a moderated mediation.

Background and/or Conceptual Model

Consumers need to both control and influence their interactions with retailers in order to achieve their own shopping goals. This is often achieved by manipulating their surrounding retail environment, with the intensity of the need varying due to particular sales events or the retail surroundings (Baker & Wakefield, 2012). As retailers lose control over the customer experience/journey, such behaviours can lead to showrooming and/or the use of interaction free retail environments (e.g. Amazon Go checkout free store) (Lemon & Verhoef, 2016). The proliferation of technology-enabled customer touch-points has become complex and requires retailers to look for new ways to create and control opportunities for customers to develop emotional attachment and feelings of intimacy, resulting in customer engagement with the product, brand and/or company (Sashi, 2012). As AI-enabled technology evolves, the immense potential of B2B, B2C and even C2C commerce will only be realized if consumers are openly given full control over all of their interactions and as a consequence the influence on purchase intent. Especially when they are promiscuous and already comfortable transacting with unfamiliar mediums and vendors, with no intimacy required (Njite & Parsa, 2005).

Methodology

In order to examine the relationships among promiscuity (Wang & Griskevicius, 2014), change seeking (Campbell & Goodstein, 2001; Dabholkar & Bagozzi, 2002), and purchase intent (Burton, Garretson & Velliquette, 1999), we conducted three between-subjects experimental design, cross-sectional field based studies (Rindfleisch et al., 2008). Specifically, randomly selected adults (S1: n=1119, S2: n=996, S3: n=921) participated in a live retail shopping experience using traditional, self-service, Scan-and-go and AI-enabled checkouts and then answered a series of questions based on existing and established measures. The AI-enabled experience was at the Amazon Go store, which Amazon refers to as a check-out free grocery store. To assess whether the checkouts manipulation functioned as intended, participants also rated the compatibility with their personal values (Claudy, Garcia & O'Driscoll, 2015), based

on the checkout condition they used/were exposed to. Across all three experiments, participants in the AI-enabled condition (MAI-enabled: S1=4.89, S2=4.88, S3=4.90) rated the compatibility with their personal values significantly higher than participants in the other conditions (S1: F=258.92, p<.01; S2: F=302.75, p<.01, S3: F=273.09, p<.01).

Results, Discussion and Contributions

Study 1: The 4 (Checkout type: traditional vs. self-service vs. Scan-and-go vs. AI-enabled) x 2 (Promiscuity: High vs. Low) ANOVA revealed one significant main effect of promiscuity (F(1,1111)=63.30, p<.01; MHigh=5.04 vs. MLow=4.45) and the predicted significant interaction effect of checkout type and promiscuity (F(3,1111)=2.23, p<.05). The main effect of check out type was not significant. These results show that merely changing the checkout type in a retail setting can increase promiscuity among low-promiscuity individuals.

Study 2: The 3 (Checkout type: Self-service vs. Scan-and-go vs. AI-enabled) x 2 (Promiscuity: High vs. Low) ANOVA revealed the checkout type main effect (F(2,990)=3.53, p<.05; MSelf-service=4.62, MScan-and-go=4.79, MAI-enabled=4.87). The promiscuity main effect (F(1,990)=63.42, p<.01; MHigh=5.07 vs MLow=4.45) and the predicted significant interaction effect of checkout type and promiscuity (F(2,1111)=3.48, p<.05). Spotlight analysis ("high" [+1 SD] and "low" [-1 SD], Aiken, West, & Reno, 1991), for low-promiscuity participants, checkout type significantly influenced purchase intent (β =.260, t(996)=3.772, p=.00; 95% CI: .125, .396). A floodlight analysis (Spiller et al., 2013) revealed a significant effect of promiscuity on purchase intent for any promiscuity value below .268 (46.6% of participants; b=.088, t=1.962, p=.05). These results show that for low-promiscuity participants, checkout type significantly influenced purchase intent.

Study 3: Replicated Study 2 and the checkout type and promiscuity interaction did not function as intended (F(2,915)=2.68, p=.069). Checkout type main effect (F(2,915)=4.04, p<.05; MSelf-service=4.61, MScan-and-go=4.78, MAI-enabled=4.88) and the promiscuity main effect (F(1,915)=68.06, p<.01; MHigh=5.09 vs MLow=4.42). Next, regressed the checkout type and promiscuity interaction on change seeking (PROCESS Model 1, Hayes 2013). Significant interaction effect of checkout type and promiscuity on change seeking (β =-.08, t(921)=-3.59, p=.01; 95% CI: -.119, -.035). Two significant main effects on change seeking. Checkout type (β =.089, t(921)=2.219, p=0.027; 95% CI: .010, .167) and promiscuity (β =.235, t(921)=13.372, p=.01; 95% CI: .201, .270). Spotlight analysis result for low-promiscuity participants only (β =.240, t(921)=3.622, p=.01; 95% CI: .111, .374). Floodlight analysis revealed a significant effect for any promiscuity value below .155 (46.9% of participants; b=.077, t=1.962, p=.05). Last, the index of moderated mediation is significant, resulting in a moderated mediation (95% CI = -.052 to -.015). These results show that checkout type influenced change seeking for low-promiscuity individuals and change seeking mediated the interaction effects of checkout type and promiscuity on purchase intent.

Implications for Theory and Practice

As consumers become less comfortable with human-to-human interactions and more comfortable with the unfamiliar in a retail setting, AI-enabled checkouts engender consumers to avoid intimacy and control the transactional nature of their shopping experiences. As a consequence, this research suggests that we may be at an end of an era for self-service type checkouts. This is great news for retailers as they can advance the AI-enabled technology installed at checkouts, similar to the Amazon Go store and become checkout free. However, this will mean retailers will need to look to create new innovative touch-points along the customer journey in order to enable customers to build emotional attachment, feelings of intimacy and engage with the product/brand/company, all the while feeling like they are in total control of their shopping interactions and the overall shopping experience.

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Role of customer engagement and involvement in changing social media marketing landscape

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Abstract:

The purpose of this paper is to highlight the increasing role of customer engagement and audience involvement in the evolving and challenging digital marketing context. Lack of understanding of the influence of social media marketing on consumption behaviour presents a major challenge for destination marketers. The current study examined the influence of social media marketing strategies by international educational exporters in New Zealand. Findings based on an online survey conducted among 233 international students tourists in New Zealand suggested that social media involvement particularly its transportation, parasocial interaction, identification and worship dimensions has a significant positive influence on perceived destination image and intention to travel towards that destination. Further, results indicated the direct effects of cognitive, emotional and behavioural dimensions of online customer engagement in social media marketing. Our findings have valuable implications for tourism marketers in implementing digital marketing communication strategies, particularly over social media channels.

Keywords: marketing communication, online engagement, audience involvement.

Introduction and Research Aim

Advancements in internet and communication technologies have changed the perception and usage of social media channels. These winds of change are clearly visible in online student segments. Globally, social media usage among student segments has grown significantly during the last decades. According to recent statistics, 59% of the 2.32 billion monthly users of Facebook are aged between 19-34 years old (Statista, 2019). In the United States, social media usage among students aged between 18 and 29 has grown from 12% in 2005 to 90% in 2015 (Perrin, 2015). These changes in the internet usage statistics suggest that social media is no more an optional tool, but a powerful online networking tool that can link potential student tourists and international education providers in the real world (Howison, Finger, & Hauschka, 2015). Further, education exports are one of the fast-growing industries in many developed nations including the United States, Canada, Australia and New Zealand. For example, educational tourism contributed nearly \$28 billion to the Australian economy during 20162017, a record of 16% increase (Australian Bureau of Statistics, 2018). In New Zealand, international education receipts are the fourth largest export sector with an average value of NZ\$5.1 billion (US\$ 3.5 billion) in 2017 (Education, 2018).

Despite the growing popularity of social media as an efficient online marketing communication channel, studies focusing on any specific segments of online users, particularly international student travellers' remains underexplored until today. The lack of knowledge about how social media tools help to reach, interact, and influence current and potential student tourists to possess a major threat to education exporters today. Having a better understanding of how social media communication and promotions are influencing international student's decision to choose a study abroad destination is beneficial for Universities and Institutions targeting international students. To address the above academic literature gap and to provide more practical suggestions for destination marketers, this study focuses on two important social media communication characteristics that may influence the online consumer behaviour; customer engagement and audience involvement.

Therefore, the aim of the current study is

To examine the underlying dimensions of customer engagement and audience involvement and their potential impacts on social media marketing in the context of educational tourism.

Towards this objective, the following research questions are developed.

RQ1: How do we define and conceptualize audience engagement in the context of social media marketing?

RQ2: How do we define and conceptualize the audience involvement construct in the context of social media marketing?

RQ3: What impact do customer engagement and audience involvement have on online consumer's information processing and attitude formation?

Conceptual Model

Marketing literature identified customer engagement behaviour as an individual's interaction towards a brand communicated message. In the context of digital marketing, audience engagement variable is often regarded as a way to increase traffic for media contents. Online customer engagement refers to the degree to which viewers of an electronic media find a communicated message such as an online ad or a video noteworthy (Gerstner, König, Enders, & Hambrick, 2013). Current literature (Brodie, Hollebeek, Jurié, & Ilié, 2011; Dessart, Veloutsou, & Morgan-Thomas, 2015) acknowledge three major dimensions of audience engagement which are 1) Cognitive, 2) Emotional and 3) Behavioural. Cognitive engagement refers to a set of active and enduring mental states that an audience experience with respect to social media communication (Hollebeek, 2011). Affective engagement indicates the summative and enduring levels of emotions experienced by a social media user with respect to his engagement focus (Dessart et al., 2015). Finally, behavioural engagement in this study refers to the behavioural manifestations such as sharing, learning, endorsing, reviewing etc. in a social media platform which results from individual motivational drivers (Dessart et al., 2015). Student tourists form an overall image of a destination based on the evaluation of cognitive and affective information available in social media primarily generated by destination marketers, current tourists and third parties (Garay Tamajón & Cànoves Valiente, 2015). Based on the above, we propose that cognitive, emotional and behavioural dimensions of online customer engagement have a direct effect on social media users' perceived destination image.

Further to audience engagement, online user's involvement with the advertised message is another closely related variable that affects online user's interpretation of a communicated message (Brown, 2015). Studies suggest that the perceived relevance of the message enhanced by higher audience engagement may lead to higher audience involvement and faster information processing (Wang, 2006). Audience involvement refers to the "degree to which audience[s] engage in reflection upon, and parasocial interaction with, certain media programs, resulting in overt behavioural change" (Fu, Ye, & Xiang, 2016, p.238). In other words, message involvement indicates the audience's amount of interest or arousal that is generated by the advertised message (Wang, 2006). According to Brown (2015), audience involvement may be referred to as the degree of psychological response of an individual to a mediated message or personae. Literature suggests that audience involvement construct may be associated with three different processes which are 1) transportation (Green, 2006), 2) parasocial interaction (Horton & Wohl, 1956; Schramm & Wirth, 2010), and 3) Identification (Igartua, 2010). Transportation phase of the involvement occurs when the audience is completely absorbed into a narrative during visual media consumption such as video advertisement from YouTube. Parasocial interaction refers to the interpersonal involvement of the audience with the media personae (Horton & Wohl, 1956). Highly involved audience develop an imaginary, but intimate and one-way relationship with the mediated personae both during and after their media consumption (Brown, 2015). Fans of Television stars, movie celebrities or musicians are believed to generate mediated relationships with the performers through social media. Identification refers to the mechanism in which the audience experience the visuals of the media and interprets them as if it happened to them (Igartua, 2010). Studies suggest that reality TV audience is more likely to perceive the broadcasted destination image as authentic and thus higher levels of cognitive involvement are expected to be achieved (Fu et al., 2016). Based on the above discussion, we propose that international student users' involvement in marketing communication particularly its transportation, parasocial interaction, identification and worship dimensions has a direct effect on their adoption of information.

Methodology

A self-administered online survey questionnaire was developed using Qualtrics software and distributed to international students in eight universities and nineteen polytechnics in New Zealand through social media networks. A snowball sampling technique was employed to collect the data promptly. Out of 450 questionnaire links distributed via email and social media, 252 responses were received from which 233 were found to contain data useful for analysis after screening for missing data, skewness, and kurtosis. Required data were collected during September through November 2017 with the help of a group of undergraduate

marketing research students in a leading University in New Zealand. To ensure the content validity and reliability of the measures, all the items were carefully selected based on the scales available in the existing literature. Descriptive statistics were generated using IBM SPSS Statistics version 24 to explain the characteristics of the respondents. Further, to test the validity of the proposed conceptual model, confirmatory factor analysis and structural equation modelling were employed using AMOS version 24 (Ho, 2006).

Results and/or Discussion and Contributions

Results suggest that a user's engagement have a significant influence on their adoption and processing of information. Emotional, cognitive and behavioural engagement dimensions are found to have a direct effect on the audience's adoption of marketing communication over social media. Further, our findings indicate a significant positive influence of audience involvement on perceived destination image. According to our findings, interaction (β =0.31, p<0.001), identity (β =0.19, p<0.001), and transportation (β =0.17, p<0.001) dimensions of audience involvement are positively correlated to information adoption in social media. Further, our linear regression results indicate that audience engagement significantly influences the online user's involvement with the communicated message (β =0.541, p<0.001, R2 = 0.377). These results confirm the role played audience involvement and engagement as key drivers of advertisement effectiveness in the context of social media marketing.

Implications for Theory and Practice

Our findings have significant implications for both marketing theory and practice particularly in the changing social media landscape. Consumers demand for increased knowledge sharing, finding passions, and giving permissions through social media. Further, online users search for higher engagement and active involvement with various media and messages communicated to them. In the context of educational tourism marketing, audience's engagement behaviours such as word of mouth activities, blogging, microblogging, seeking reviews, participating in online communities etc. increase their familiarity with the destinations which may ultimately help the student travellers to developing a favourable attitude towards a potential study abroad destination. Recommendations and reviews from current students were seen as more credible among potential travellers than information received from conventional promotional media. Therefore, tertiary educational institutions should encourage current students to post pictures and videos of their travel and learning experiences in the official social media pages. DVDs, digital brochures and multiple short time videos describing the climate, personal growth opportunities, language, cost of living, culture and lifestyle of the host country, career opportunities, cost of living, the cost of education including scholarship opportunities and visa procedures may be effectively distributed over electronic platforms including websites and social media.

Our study contributes to the theory of marketing communication by conceptualizing customer engagement and audience involvement constructs in the context of social media marketing. The study examined the relationship between major dimensions of engagement and involvement construct in the context of marketing communication. In the context of marketing communication, implications based on our findings indicate the roles played by audience engagement and involvement constructs as drivers of advertising effectiveness. Further, our study adds more value to the marketing literature by providing empirical evidence for the influence of the audience involvement and user engagement on information processing and subsequent adoption of online marketing communication.

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Facebook likes, social media and charitable fundraising

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Abstract:

This study demonstrates that Facebook "likes" affect willingness to contribute (WTC) and willingness to pay (WTP) in fundraising settings. Specifically, Facebook likes influence charitable motives such as affinity and warm glow, as well as social contagion, which in turn affect fundraising outcomes. These processes depend on signalling, commitment escalation, and social contagion. The authors conduct three studies that correspond to these mechanisms. The first two studies elicit perceptions and willingness to contribute. The third study-- an auction field study-- examines the social contagion mechanism and involves selling artwork created by underprivileged youth. Results show that Facebook likes increase both WTC and WTP in fundraising settings and that the process goes through affinity and warm glow in effecting these changes, as well as through impressions and bidding intensity in affecting WTP. The total number of Facebook likes has a direct signalling effect and an indirect social contagion effect.

Keywords: Social Media, Facebook Likes, Charity Auctions.

Introduction and Research Aim

The aim of this study is to map the impact of Facebook "likes" on fundraising outcomes. We are interested in mapping two antecedents—total likes and clicking likes—to two consequences—willingness to contribute (WTC) and willingness to pay (WTP)—and in identifying the underlying mechanism for this mapping. We isolate three important mechanisms: signaling, commitment escalation, and social contagion.

As fundraising is increasingly migrating online, and charities respond by embracing social media for their fundraising efforts, it is essential for charities to determine the effectiveness of such strategies. No research so far has studied the effectiveness of social media on fundraising outcomes. In addition, we study the process how social media influences fundraising outcomes. Our study's contribution lies in examining the processes that link social media to fundraising outcomes, including serial mediation through affinity and warm glow. We address several research questions in line with this aim: (1) Does the total number of Facebook likes have a positive signaling effect on willingness to contribute or pay to charity? (2) Does clicking Facebook like lead to commitment escalation and result in higher willingness to contribute or pay to charity? (3) Does the number of Facebook likes result in social contagion and a higher willingness to contribute or pay to charity? (4) Are the positive effects of total number of likes and clicking the like button, on willingness to contribute or pay, serially mediated by affinity for the charity and warm glow?

Background and/or Conceptual Model

The conceptual framework maps Facebook likes to fundraising outcomes. We consider two antecedents — total number of Facebook likes (total likes) and clicking a Facebook like (clicking likes)—where the former denotes information and the latter denotes action. Our focus is on the process how these antecedents influence fundraising outcomes: WTP and WTC. We propose that total likes may act as a signal to potential buyers, which could pertain to quality, value, or social benefit (Mathwick et al. 2007; Zhang and Liu 2012) of the charity, resulting in increased WTC and WTP. In addition, social media content by a charity may enhance an individual's emotional connection to the cause, which may lead to the act of clicking likes having a positive effect on one's commitment to the cause (Liu and Aaker 2008; Seidman 2013). Once an individual links his or her self-image to the cause, the value he or she places on this cause may increase, resulting in higher WTC and WTP. Finally, total likes may have an indirect social-contagion effect on WTP, as Facebook friends pass on information through their likes or messages. Total likes influence subsequent Facebook impressions, leading to information dissemination and online word of mouth (WOM), a process known as social contagion (Aral and Walker 2011; Berger and Schwartz 2011; Bond et al. 2012; Iyengar et al. 2011).

Methodology

We conduct two quasi-field experiments and a large field study. Through two studies on Amazon's Mechanical Turk we manipulate incentives and measure the impact on WTC to charity. Study 1 tests the signaling effect of the total number of Facebook likes on WTC. We employed 12 different treatments, using a $2\times3\times2$ design. Specifically, we interact (levels of likes: low, high) x (website mission: charity, for-profit, for- profit CSR) × (familiarity with organization: high, low). We recruited 360 participants and randomly assigned them to the 12 different treatments.

Study 2 manipulates clicking likes and maps the process related to the commitment escalation effect of clicking like on WTC. We recruited 181 participants from MTurk and randomly assigned them to one of three treatments. We asked participants to visit a charity Facebook

page and respond to questions regarding the page, and to indicate their intent to contribute. In treatment 1, we incentivized participants to click on the Facebook like, ensuring that participants who liked the charity, as well as those who did not, clicked on the Facebook like (to control for self-selection). In treatment 2, we incentivized participants to not click on the Facebook like. Treatment 3 was a control condition where they could click a like or not.

Study 3 was a field experiment in collaboration with a charity for underprivileged youth, to test both the direct signalling and commitment escalation effects and indirect social-contagion effect of Facebook likes on fundraising revenue. We first organized art events with various groups of children. Next, we displayed the artwork, as well as other donated items, on different Facebook pages, along with pictures of the children and text written by the children, to facilitate the social contagion process. From this we obtained separate measures of social contagion and the total number of likes. Next, for two months, we auctioned off the artwork and donated items on a locally well-known charity auction platform, while integrating the total Facebook likes in the auctions. In addition, we separately observed clicking likes by individual bidders in the charity auctions. Hence we obtain separate measures for total likes, click likes and social contagion, such that we can assess their influence in a regression framework. Participants were 107 children, who were divided into 12 groups (10 groups with Facebook pages and two control groups).

Results and/or Discussion and Contributions

We find that both total likes clicking likes have a direct influence on willingness to contribute through respectively signaling and commitment escalation mechanisms. Signaling is appropriate in charity settings rather than in for-profit or CSR settings, and is most appropriate when the charity is less familiar to the prospective donor, where the number of likes can then serve as a signal to reduce perceived risk or uncertainty. Different from a forprofit settings (John et al. 2017; Mochon et al. 2017), we observed a positive effect due to clicking a like, as consumers are more likely to have an emotional connection with the charity, and social media is more beneficial when consumers have an emotional attachment (Bernritter et al. 2016). In addition, the impact of likes on WTC is serially mediated through affinity and warm glow. Results of the field study show both support for signalling and commitment escalation, as well as, that the number of Facebook likes results in information dissemination and social contagion, which in turn influence WTP.

Implications for Theory and Practice

As charities increasingly embrace social media and employ online strategies for fundraising, it is essential to study the effectiveness of such strategies. While past work has demonstrated that auctions are useful for fundraising (e.g., Haruvy and Popkowski Leszczyc 2018; Popkowski Leszczyc and Rothkopf 2010), our study is the first to incorporate social media into these efforts. Adding a Facebook feature to auctions proved to be successful in raising WTP, as average selling prices were over 30% higher than for two control groups without Facebook pages. The current research provides important insights into how Facebook likes influence fundraising outcomes, and hence for the implementation of social media in fundraising. Social media is most beneficial for products with which bidders have emotional attachments (e.g., paintings) rather than universally to all product classes. We also find that consumer behavior with respect to Facebook likes for non-profit brands fundamentally differs from that for forprofit brand – and tends to be more effective for non-profits. The indirect social- contagion effects of likes, as Facebook friends pass on information through their likes or messages, suggest that managers using social media like Facebook, should prepare content that can be shared via word of mouth, cultivate social connections as they arise, and encourage visitors to pass on messages.

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How to engage customers on social media?

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Abstract:

Social media have become pervasive communication tools in recent years, creating connections and opportunities for customer engagement. They have redefined simple dyadic interactions between customers and marketers, changing them into more complex interactions between multiple groups of actors, including customers, organisations, stakeholders, and noncustomers. Recognising that transformation in the nature of customer engagement, scholars have called for more research addressing engagement in marketing. Our study seeks to address this gap by advancing the understanding of the process of customer engagement on social media and proposing an empirically grounded framework with appropriate measures to assess customer engagement. Thirty-two interviews were conducted with social media marketing practitioners and users to explore the process of establishing and maintaining customer engagement on social media. This study proposes a new four-step framework addressing varying customer engagement levels on social media along with appropriate measurements for each level

Keywords: Social media, customer engagement, framework

Introduction

The ubiquitous character of social media has changed the nature of customer engagement in marketing and, as a consequence, has received increasing attention in both academic and practitioner literature (Brodie et al., 2013). Customer engagement is no longer viewed as embodying dyadic interactions between customers and organisations, but rather as a set of complex relationships involving networks of different actors (Fehrer et al., 2018). According to Brodie et al. (2013), customer engagement on social media enables customers to share personal experiences, influence others, advocate brands, and suggest ways to exercise and improve skills. Yet despite widespread recognition of the implications of fostering customer engagement via social media and recognising customers as exchange partners (Neiger et al., 2013) and active co-creators of value (Harmeling et al., 2017; Kumar et al., 2010), there has been limited consideration of approaches to manage customer engagement on social media. Recent studies suggest that the power of social media is not being effectively harnessed in building customer engagement, with most organisations adopting unidirectional online push marketing strategies (Gilpin, 2019; Shawky et al., 2019). Accordingly, scholars have suggested a need to elevate these issues to a priority standing in the marketing domain (Brodie et al., 2011; Fehrer et al., 2018). Although multiple frameworks pertaining to customer engagement have appeared in the marketing literature, only a handful of studies have attempted to understand and measure customer engagement in social media contexts. Recognising that customer engagement is a dynamic process comprising multiple stages and involving multiple actors, this study builds on Sashi's (2012) customer engagement cycle. Sashi (2012) suggests that the engagement-building process comprises a cycle consisting of seven stages of engagement: connection, interaction, satisfaction, retention, commitment, advocacy, and engagement. However, to date, there has been limited empirical application of Sashi's cycle. This study critically examines the cycle and explores its applicability to customer engagement management on the constantly evolving social media platforms.

Methodology

Thirty-two qualitative interviews with seventeen social media marketing practitioners and fifteen users were conducted to capture insights from both perspectives and develop a holistic understanding of customer engagement. Semi-structured interviews lasting 1–2 hours each were conducted between November 2018 and February 2019. An interview guide was used that consisted of a set of questions and allowed room for discussion. The interviews began with general questions focusing on how social media marketing practitioners and users utilised social media, followed by more specific questions broadly focusing on each of Sashi's (2012) seven stages of the customer engagement cycle. The interviews also explored practitioners' strategies for fostering customer engagement for each of Sashi's (2012) stages. Informants included males and females aged 25–50 years old. Informants used different social media platforms, including Facebook, YouTube, Instagram, LinkedIn, Twitter, Pinterest, Snapchat, blogs, mobile applications, and others. All of the voice recordings were transcribed and then coded using NVivo (11.4.3). Thematic analysis was conducted to identify four distinct themes.

Findings and Discussion

Connection is a key level of engagement

Reflecting Sashi's (2012) framework, *connection* emerged as a fundamental level of customer engagement on social media. *Connection* is a one-way communication through which an organisation creates a social media presence to recruit and retain followers. In this initial level of engagement, customers are exposed to messages, and thus, *connection* is crucial to raising awareness and reaching out to multiple actors on social media, helping organisations' networks to expand. *Connection* should be measured through indicators focusing on "receiving" the

messages through measuring the number of posts' views and reach to identify customers and other actors (including passive listeners) who encounter the communication once or multiple

Interaction is a key level of engagement

Interaction signifies the beginning of two-way communication between customers, organisations, and other actors on social media. Interaction represents a higher level of engagement than *connection*, as it focuses on multiple actors co-creating value by expressing themselves, generating content, and providing feedback. Social media platforms, such as Facebook, are continuously evolving to add new and easier ways to interact. While these options create opportunities for actors to express their thoughts and feelings, they also enable marketers to identify and better understand actors who are willing to interact. Interactions on social media can therefore be measured by any form of two-way communication between users, such as the number of likes, emojis, GIFs, inbox messages, comments, and replies to comments.

Repeated interaction leads to loyalty

Loyalty is a higher level of customer engagement than interaction, in which interactions are repeated over a period of time or across multiple posts. Therefore, loyalty signifies the beginning of long-term relationships with customers. Loyal customers develop a sense of attachment to the organisation's communications, either affectively, through having an emotional bond with the organisation, or cognitively, through making a rational commitment to receiving communication that is beneficial to them (e.g. information about products, services, and events). Therefore, loyalty (i.e. continuous and repeated interactions with the organisation) can be measured by the number of actors who interact with the organisation on multiple occasions over a period of time.

Advocacy is the ultimate form of engagement

Advocacy represents the highest level of engagement, in which customers contribute to the welfare of organisations through generating new content that reinforces or initiates communications and spreading the organisations' messages through their networks (e.g. sharing, tagging friends in posts, inviting friends, or electronic word of mouth (eWOM)). Although users can generate content (co-create) at other levels of engagement (i.e. interaction and *loyalty*), the distinct feature of *advocacy* is that actively engaged customers encourage other actors in their networks to engage with the organisation and its messages. Therefore, advocacy can be measured by the number of actors engaging in content creation inside the network (internal advocacy) or through the number of shares, the number of friends tagged, or the amount of eWOM (external advocacy).

Implications for Theory and Practice

Recent studies into customer engagement have also recognised that in a highly networked society, the ubiquity and influence of social media have added complexity to social network interactions and have changed the very composition of the interactions between involved actors (Brodie et al., 2013; Jaakkola & Alexander, 2014). In these networks, customers directly or indirectly influence other actors' behaviours while at the same time being influenced by them (Brodie et al., 2016; Fehrer et al., 2018). Using Sashi's (2012) seven stages of the customer engagement cycle as a baseline, interviews were conducted with social media marketing practitioners and users to propose a new empirically grounded framework consisting of four distinct customer engagement levels, namely connection, interaction, loyalty and advocacy, and to identify appropriate measures for each level that can be implemented in practice. Future research should focus on practical applications of the proposed measures for each level of engagement identified in this study.

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Social media intentions among millennials

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Abstract:

This paper discusses relationship marketing in the age of social media, with a focus on smartphone manufacturers. This study puts forth an empirically tested model to assess methods for smartphone manufacturers to motivate individuals to make use of their social media pages, through which they can drive brand loyalty. This paper shows the importance of factors such as brand community, anticipated benefits, and perceived usefulness on whether individuals have the intention to use social media pages. This study gathered data from millennials through a Likert scale questionnaire, of which 512 questionnaires were deemed viable. The information gathered from the analysis of the data can aid marketers, especially those in the smartphone industry to better approach their social media marketing to attract and retain individuals. This has shown to lead to higher loyalty rates, which acts as a differentiating factor in an increasingly homogenous sector.

Keywords: social media, smartphone manufacturers, millennials

Introduction and Research Aim

Relationships in business have shown itself to be more important than ever before as retaining customers is cheaper than finding new customers (Moretti & Tuan, 2013:250-252). These loyal customers also add value to the organisation and their loyalty is even seen as a currency by some (Egan, 2011:56). This loyalty has become more difficult to garner in recent years, especially for those organisations who do not commit themselves to an online presence (Jackson, 2017; Egan, 2011:56; Kaplan & Haenlein, 2010:67). As such, any online presence is a welcome addition to an organisation, but none as prolific as social media (Willis, 2017).

Social media is an online communications tool which sees users sharing information, content, ideas, and personal messages (Merriam-Webster, 2016). Social media marketing has been described as the evolution of relationship marketing in that it helps to create awareness, spreading word of mouth and helps cultivate relationships (Moretti & Tuan, 2013:250; Technori (2013). Thus, social media has proved itself indispensable for those smartphone manufacturers who wish to differentiate themselves in an increasingly homogenous marketplace (Zakowicz, 2018; Wohlsen, 2014). However, traversing the social media minefield can prove an arduous task, which can harm the organisation if not conducted properly (Kaur & Nanak, 2016:36; Taylor, 2014). As such, the difficulty in persuading individuals to use social media as well as the greater difficult to reach higher levels of loyalty should not be understated or underestimated (Reed, 2015; Gummesson, 2002:20). The difficulty is considered an acceptable cost when considering that more loyal customers add value, share information via word of mouth, pay higher prices and are less sensitive, and lowers promotional costs (Reed, 2015; Little & Marandi, 2013:33-34).

This study investigates the relationship that exists between millennials (Markert, 2004:21) and social media, with a specific focus on the social media pages of smartphone manufacturers. This study investigates brand community (Laroche et al., 2013), anticipated benefits (Ashley et al., 2011), perceived usefulness of social media (Rauniar et al., 2014), and intention to be involved in social media pages (Rauniar et al., 2014; Ashley et al., 2011). This study contributes to the current literature by providing an empirical model to show the importance of the variables concluded in the model and shows how they lead to the involvement of millennials in social media pages. This model can be used by marketers of social media pages, specifically for smartphone industries, or technology manufactures, to persuade individuals towards using their social media sites. The use of social media as a vessel for relationship building can not be understated, which is where this model shows its importance.

The aim of this study is:

To provide an empirically tested model, which showcases the relationship between the social media pages of smartphone manufacturers and millennials.

We address two research questions in line with this aim:

RQ1: What impact do brand communities, anticipated benefits, and perceived usefulness have on millennials?

RQ2: Do millennials have an intention to be involved in the social media pages of smartphone manufacturers?

RQ5: What influence do brand communities, anticipated benefits, and perceived usefulness have on millennials' intention to be involved in social media pages of smartphone manufacturers?

Methodology

The data was collected via a questionnaire that was provided to several university lecturers, who handed them out to willing students. There was a total of 512 viable questionnaires, which

tested for demographics, as well as the respondents' attitude towards brand communities, anticipated benefits, perceived usefulness, and intention to be involved. A total of 96 per cent of respondents indicated that they were from South Africa. Of the 512, 38 per cent were male and 61 per cent female. Next, 100 per cent of ages ranged between 18 and 24. Of the 512, 83 per cent indicated that they made frequent use of social media The study used verified scales brand community (Laroche et al., 2013), anticipated benefits (Ashley et al., 2011), perceived usefulness of social media (Rauniar et al., 2014), and intention to be involved in social media pages (Rauniar et al., 2014; Ashley et al., 2011). A 6-point Likert scale was used with the Likert items strongly disagree, disagree, slightly disagree, slightly agree, agree, strongly agree. Confirmatory factor analysis was used to measure the model and to assess the viability of the measurement model.

Results and/or Discussion and Contributions

The model validated the influence of brand community on anticipated benefits and on perceived usefulness. Moreover, the model confirmed the influence of perceived usefulness and anticipated benefits on intention to be involved. Excellent model fit was achieved, showing the viability of the data and the model itself. Furthermore, all variables showed sufficient correlation, in the expected direction, showing nomological validity. All variables showed sufficient Cronbach's alpha > 0.7.

Implications for Theory and Practice

This study contributes to global literature regarding the effects of social media as well as proposes a method for luring individuals towards using the social media pages of organisations. This data can be used by smartphone manufactures to motivate users and non-users to use their social media pages, where they can interact with them and build brand loyalty. Moreover, this data can be used by organisations that have not delved into the social media minefield, to enable them to make better decisions in structuring and managing their social media pages. Regarding brand community, individuals showed that they had high regard for online communities, which shows that organisations should, preferably, foster these communities and enable them to grow. These communities are an attraction for individuals, but also play the role of consumer to consumer marketing. Regarding perceived usefulness, this data shows that individuals do find social media useful; however, it is important to focus on the correct social media sites, appropriate to the organisation. Furthermore, content is an important part of the social media landscape, and organisations should focus on pictures, videos, infographics, and other easily shareable content. Regarding anticipated benefits, it is important that an organisation find out which benefits individuals want from their specific social media pages and then provide those benefits, which can entail competitions, special offers, news, and assistance. Lastly, regarding intention to be involved, individuals showed that they wish to interact and connect with social media pages of smartphone companies. Therefore, companies should focus on providing content that will attract users, and specifically focus on the three antecedents, namely brand community, anticipated benefits, and perceived usefulness. By using these, marketers can target individuals who want more from a brand and build loyalty and connect with individuals on a more personal level.

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What makes influencers influential: Language on Twitter

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Abstract:

While researchers have explored how influencers both influence, and in turn may be influenced, less attention has been given to the role that language pays in giving influencers more authority and ability to influence others. We report the results of a study that used large amounts of text data taken from the tweets of fifty of the world's most highly ranked individual influencers to gauge the effects of four elements of language use, namely analytic, clout, authenticity and tone on how these individuals were rated. Clout was found to have a negative effect on the influencer's rating, while being authentic had a positive effect. The limitations are acknowledged, managerial implications identified and avenues for future research suggested.

Key Words: Influencers, Clout, Authenticity

Introduction

Influencer marketing has become big business, as customers turn to social media as a source of information and inspiration, and firms search for new ways of carefully targeting customers in unobtrusive and effective ways. While influencer marketing has been around for a long time, it has more recently grown in importance as firms realize how powerful it is compared to traditional advertising. Influencers are not necessarily individuals with a large social media following. Rather than merely being popular, effective influencers deliver the specific result of affecting a change in thinking or behavior. "An influencer, therefore, is someone who has the power to influence the perception of others or gets them to do something different" (Dada, 2017). So if mere popularity does not make an influencer successful an obvious question would of course be, so what does makes an influencer impactful? Is it a deep knowledge of a topic, or where they are located, or a demographic such as age or gender, or is it perhaps the way they communicate? How successful influencers communicate is the focus of this paper.

Background

Apart from a recent call for more study of influencers as part of a social media research agenda (Voorveld, 2019), the extant research on influencer marketing can be broadly categorized into two streams. The first concerns how to influence influencers and includes work on message delivery to social central nodes in networks (Borrego, Borrell & Robles, 2019); and more specifically, how to persuade influencers to become brand ambassadors in health care (Weiss, 2014). The second, more extensive stream studies what makes influencers influential. Work in this area includes early research on movie critics (Eliashberg & Shugan, 1997); the interplay between influencer-recipient characteristics (Subramani & Rajagopalan, 2003); measures of network centrality in large networks (Kiss & Bichler, 2008); general network effects (Katona, Zubcsek & Sarvary, 2011); low status influencers (Shalev & Morwitz, 2014); a categorization of different types of influencers (Liu et al., 2015); the true attributions of an endorser (Kapitan & Silvera, 2016; Gürkaynak, Kama, & Ergün, 2018)); inspirational motivation (Barry & Gironda, 2018); and, the effects of engagement, outreach, sentiment and growth (Arora et al., 2019).

The research reported here continues the stream on what makes influencers influential. Specifically it explores the links between the language that an influencer uses and their performance as an influencer. To get an indication of the type of language that an influencer uses, we used the concepts introduced by Pennebaker (e.g. Pennebaker et al., 2015) to measure how words reflect different emotions, thinking styles, social concerns, and parts of speech. This work identifies four key dimensions of a corpus of text, namely: *Analytical thinking*, the text is formal, logical, and hierarchical (Pennebaker et al, 2014); *Clout*, text emphasizes relative social status, confidence, and leadership (Kacewicz et al., 2014); *Authenticity*, the text reveals honesty, the writer is likely more personal, humble, and vulnerable (Newman et al., 2003; Pennebaker, 2011); and *Tone*, the sentiment in the text is positive or negative (Cohn, Mehl, & Pennebaker, 2004).

Methodology

The sampling frame used was the list of the "50 Top Global Digital Influencers to Follow on Twitter in 2019" compiled by IFPC Online (http://ipfconline.fr/blog/2018/11/27/50-top-digital-influencers-to-follow-in-2019/). IFPC also assigns an "authority" (or overall impact) score out of 100 to each influencer, based on a proprietary algorithm that incorporates a mix of online and also "real life" engagement. Only individuals and not large organizations are included in this ranking. We scraped the last 3000 Twitter tweets of each of these influencers,

and after cleaning, the text from these was saved into individual text files. These files were then analyzed jointly using LIWC content analysis software (Pennebaker et al., 2015) that counts the total number of words in each corpus of text, and then scores the text on the four dimensions referred to above. Data analysis consisted of a simple multiple regression procedure, in which the four LIWC dimensions were assessed as predictors of an influencer's impact score

Results and Discussion

The descriptive statistics are summarized in Table 1 below:

Table 1: Summary Statistics Table for LIWC Dimensions, Authority Score and Word Count

count							
Variable	Mean	SD	Minimum	Maximum			
Analytic	89.06	9.20	52.14	99.00			
Authentic	22.65	12.57	3.43	55.47			
Clout	68.96	10.81	41.16	89.52			
Tone	78.54	17.17	40.07	99.00			
Score	85.07	4.91	78.60	100.00			

The results of the multiple regression procedure are shown in Table 2 below.

Table 2: Linear Regression with Analytic, Clout, Authentic, and Tone predicting Score

Variable	В	SE	β	t	р
(Intercept)	86.22	9.19	0.00	9.39	<.001
Analytic	0.08	0.09	0.16	0.97	.336
Clout	-0.17	0.08	-0.37	-2.23	.031
Authentic	0.13	0.06	0.33	2.09	.042
Tone	0.00	0.05	0.01	0.04	.965

The results of the linear regression model were significant, F(4,45) = 3.93, p = .008, $R^2 =$ 0.26, indicating that approximately 26% of the variance in Score is explainable by Analytic, Clout, Authentic, and Tone. Clout has a significant negative effect on Score, while Authentic has a significant positive effect on Score. Analytic and Tone do not significantly predict score. In simple terms this suggests that for an influencer to score highly on Twitter, they should reduce their "clout" by not being pushy, or over-emphasizing status and overconfidence. Rather, they should strive for authenticity with all the honesty and humility this entails.

Limitations, Managerial Implications and Future Research.

This study is limited in that it used a small sample, and only in a specialized domain, so that generalization is not possible. Furthermore, the Score algorithm is taken on faith with no insight into how it was constructed, so possible errors on that are not taken into account. The research also overlooks other important indicators of an influencer's success, such as number of followers and presence on other social media beside Twitter. Nevertheless those who work at influencing might remember to ameliorate their clout scores and the factors that lead to them while working on being authentic. Those who use influencers in their marketing strategies might wish to not only gauge them by their scores, but also by the extent to which they express clout and authenticity. Future research should explore the same effects across larger and more diverse samples, and this would of course necessitate the development of a common measure of authority or impact.

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Social media influencers: Roles and post content

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Abstract:

The properties of Web 2.0 contributed to the rise of Social Media Influencers (SMIs), that is, individuals who became famous through their engagement on Social Media platforms. Whereas SMIs become increasingly attractive for companies as third-party endorsers, research on SMIs is still in its infancy. Existing literature on SMIs focused on the effects of advertising disclosure or on the SMIs' expertise regarding brand attitudes and purchase intentions in mostly quantitative studies. Therefore, this study explores the composition of the post content and the role understanding of SMIs within a qualitative approach. We conducted semi-structured interviews with both SMIs and followers as well as a netnography of SMI postings. Our results show that Influencers are predominantly perceived as role models and inspiration for their followers. Further, especially a natural and spontaneous appearance of the Influencer within postings contribute to a likeable appearance.

Keywords: Social Media Influencers, Influencer Marketing, Content Style

Social Media Influencers (SMIs) refer to "digital celebrities [which] are typical individuals who became famous through online blogging, vlogging, or Social Networking Sites" (Hwang & Zhang, 2018, p. 155). Due to their disclosure of details of their private life, as well as due to the personal and unfiltered interaction with followers, SMIs are conceived as more authentic and accessible by their followers compared to traditional celebrities. These perceived reciprocal, but objectively unidirectional emotional ties between fan and SMI are called 'parasocial relationships (PSR)' (Horton & Strauss, 1957; Horton & Wohl, 1956). Theory from traditional media and communications research indicates that PSR and the related 'parasocial interactions (PSI)' serve as underlying mechanism for the audiences' perception of media personalities as pseudo-friends (Horton & Strauss, 1957; Horton & Wohl, 1956) or role models (Klimmt et al., 2006). However, although implied by traditional PSI/PSR research, the specific roles SMIs play for their followers remain under-researched. Therefore, this qualitative study aims to close this deficiency and aims to contribute to current research on PSI/PSR theory in a Social Media context.

As already indicated by Horton and Strauss (1957) and Horton and Wohl (1956), the development of these one-sided emotional attachments on the part of the audience is grounded in *how* media personalities approach the receivers. For example, a direct address of the audience via television has been reported to result in higher parasocial feelings (Auter & Davis, 1991; Hartmann & Goldhoorn, 2011). Correspondingly, information posted by the focal SMI, including the visual post content as well as the text associated with the picture ('caption'), might be considered as essential success factors for the development of parasocial feelings of followers towards the SMIs. However, the exploration of SMIs' posting style has been neglected so far. Further, literature to date has not explored how the posting style may contribute to the formation of followers' parasocial attachments. We thereby contribute to current literature by identifying style elements in SMIs' postings of both linguistic and visual nature and by exploring the relation between SMIs' posting style and parasocial relationships on the part of their followers. This is also of high practical relevance for both SMIs and companies engaged in Influencer Marketing, given the ongoing challenge of producing relevant digital content (Hollebeek & Macky, 2019).

To address the aforementioned research gaps, this research aims to answer the following two research questions (RQ):

RQ1: By which allocated roles do followers express their parasocial attachments towards SMIs?

RQ2: Which pictorial and written posting elements of SMIs contribute to the formation of parasocial attachments of followers?

Background

SMIs directly represent themselves on their Social Media profiles, underpinned by "intimate, behind-the-scene peeks into their everyday lives and taste preferences" (Bond, 2016). As a result, Social Media users tend to empathize with, and develop an impression of a friendship with the SMIs (Audrezet et al., 2018). Those perceived reciprocal, but objectively one-sided feelings are referred to as 'parasocial relationships' (Horton & Wohl, 1956). Parasocial relationships therefore describe a faux sense of a mutual, long-term emotional bond the audience develops with media personae, which goes beyond the moment of media exposure and which is based on repeated social and/or parasocial interactions between media audience and persona (own definition).

Methodology

The first study comprises a netnography for an initial empirical approach to the underresearched topic at hand. In this respect, we aim to find first indications to answer both research questions. We chose 10 heterogeneous SMIs and analysed five sponsored posts and the first 30 user comments each, resulting in 50 posts and 1500 comments. A netnography adapts ethnographic research methodologies to communities online, allowing researchers to gain access to consumer information publicly available (Kozinets, 2002; Nelson & Otnes, 2005). Netnography as a set of online research practices connotes not only the analysis of textual online information, but also of visual data sources (Kubacki & Rundle-Thiele, 2016). Thus, Instagram can be considered as a favorable context to study various data sources. In fact, we are able to study SMIs' postings, including both visual and textual elements, to explore research question 2. By further analyzing followers' comments upon the SMI postings, we gain insights regarding parasocial attachments and role attributions of followers, related to research auestion 1.

In Study 2, we apply a qualitative approach as well and chose exploratory in-depth interviews as appropriate methodology (Strauss & Corbin, 1990). This methodology has been referred to as particularly useful to develop existent knowledge gained through previous qualitative approaches (Johnson, 2002). We interviewed 10 SMIs and 20 followers. The dyadic lens on both SMI and follower interviews allows us to compare both perspectives and potential different priorities on how SMI posts should be designed as well as on how SMIs' roles are evaluated. The integration of different angles has been neglected so far in previous SMI research.

Results and/or Discussion and Contributions

We identified several first findings which are closely related to the research questions. First, as for the SMIs' self-perception regarding their role for their followers, they see themselves mainly as a friend, inspiration and role model for their followers. Interestingly, followers rather see SMIs as experts and inspiration. Accordingly, the minority of followers showed parasocial traits within the interviews, such as admiration and a feeling of intimacy towards SMIs. Consistently, the netnography seldomly disclosed parasocial hints within the followers' comments.

Second, as for the visual post content, both SMI and follower interviews showed that photos receive more attention with the SMIs as the focus of the pictures. This is in line with the results of the netnography. Further, especially the SMIs' natural and spontaneous appearance is important.

Third, as for the linguistic post content, SMIs ensure that the messages are short, explained by the fast-consuming character of Social Media. Followers are interested in rather informal and humorous messages.

Fourth, as for the content-related post design, SMIs take care of a coherent concept of their channel, which is also reflected in the netnography. Interestingly, SMIs consistently mention that the content of the post must not be too complex. For followers, the integration of sponsored posts is particularly relevant – sponsorings should neither be too obviously integrated nor deviate from the SMI's usual fields of interest.

Implications for Theory and Practice

From a theoretical perspective, this qualitative study aimed at developing PSI/PSR theory in a Social Media context. Indeed, follower statements in study 1 and 2 pointed at certain indicators for parasocial relationships (A. M. Rubin et al., 1985). Particularly, we investigated the role understanding of SMIs on the part of followers. Although prior research on PSI/PSR in a traditional media context points to media users' expressions of parasocial attachments towards media personalities as e.g. pseudo-friends (Levy & Windahl, 1984), the specific roles media personae play remain under-researched. Such an investigation seems especially crucial for SMIs, given that their considerable influence on followers is mainly based on their close and accessible appearance (Chung & Cho, 2017). Further, this study investigated the content, language and visual style elements of SMI postings. SMIs' posting style has so far drawn little attention. This is a pitfall, as these postings are the first and foremost means for SMIs to express themselves (Steinmann et al., 2015). Consequently, we contribute to current literature by closing the research gap regarding the identification of both visual and verbal SMI posting elements. Especially as the integration of pictures becomes increasingly prevalent in Social Media postings (MIT Sloan Management Review, 2016), a holistic analysis that accounts for both verbatim and visual content seems to be necessary. Regarding management practice, our findings highlight the importance of the SMIs' appeal as the close and accessible 'girl next door' to foster parasocial feelings of their followers. These, in turn, have been proven influential on endorsement-related outcomes (Choi & Lee, 2019). Further, we provide a valuable base of content-related, visual and verbatim style elements which may be used when constructing SMI postings.

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Virtual reality's effectiveness at exhibition stands

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Abstract:

Exhibitors at trade shows increasingly make use of evolving technological opportunities to enrich customers' experiences during their visits at exhibition stands. Against this background, we extend research on the effectiveness of virtual reality (VR) applications in marketing communications. Based on the results of a field experiment at a tourism trade show, we not only show imagery vividness as a mediating mechanism in the relationship between VR and customers' perceived value of the stand visit (VSV) in a trade fair context, but more importantly identify situational conditions that amplify the beneficial effect of vividness. More precisely. we find close temporal proximity to a purchase decision strengthens the positive impact of vividness on VSV. However, this interaction effect is contingent upon an individuals' propensity to process information visually. In fact, temporal proximity to a purchase decision strengthens the impact of vividness on VSV only, if customers' are low in visual information processing.

Keywords: Exhibitions, Virtual Reality, Construal Level Theory

Customers' quality and value perceptions at trade shows have been shown to be a key driver of customers' post-show purchase intentions (Gottlieb et al., 2011). One central component of the value customers create from stand visits at business exhibitions is the exploration of companies' market offers to gain knowledge on the presented products and services. Nowadays, companies increasingly make use of evolving technologies, for instance, VR applications for delivering detailed presentations of products and services at trade fair stands. Research from the advertising field provides initial evidence for the potential of using VR in marketing communications, as VR induces vivid mental representations of a focal object, that positively affect customers' attitudes and purchase decisions (Van Kerrebroeck et al., 2017; Burns et al., 1993). To benefit from potential positive effects of using VR applications, however, trade fair exhibitors need to invest heavily in the production of appropriate contents as well as the technical implementation at the exhibition stand. Since customers' reactions to VR applications at exhibition booths are largely unknown, more research on the effectiveness of using this increasingly popular technology in a trade fair context has to be done to avoid the risk of inefficient investments. Thus, the aim of this study is: To gain more insights into how virtual reality affects customers' value perception of stand visits at trade fairs with particular attention to imagery vividness under the consideration of critical boundary conditions.

Complementing existing literature, we address two research questions in line with this aim:

RQ1: What is the role of vividness related to the impact of virtual reality applications on the perceived value customers' gain from their exhibition stand visit?

RQ2: What are critical individual differences and contextual conditions that amplify the impact of vividness on the evaluation of the stand visit?

Conceptual Model

The concept of imagery vividness relates to the quality, clarity, intensity and distinctiveness of mental representations (MacInnis and Price, 1987). Implementing VR in a trade fair context enables exhibitors to convey richer and multifaceted information on products and services, which positively enhances customers' vividness of mental representations of the presented market offers (Van Kerrebroeck et al., 2017). In this way vivid product presentations should enhance customers' perceived instrumentality of the stand visit to gain knowledge about a focal companies' market offers, which consequently results in higher customer engagement and perceived value created from the experiences at a focal exhibition booth (Grönroos and Voima, 2013; Lemon and Verhoef, 2016). Thus, we hypothesize: H1 The positive effect of virtual reality on customers' perceived value of a stand visit is mediated by the vividness of the presented market offers.

Due to the financial expenses of implementing VR applications, it is important to consider conditional effects that heighten the potential of using VR. Construal Level Theory postulates that temporal distance from an object or event influences individuals' mental degree of abstraction (Trope et al., 2007). Close temporal proximity induces a lower construal level that leads to a stronger reliance on concrete information when evaluating objects (Liberman and Trope, 1998). Accordingly, exhibition stand visitors which intend to purchase a presented product or service in near future, are inclined to rely heavily on the salience of concrete cues when evaluating their visit at an exhibition booth. Experienced concreteness in turn depends on the ability to create strong mental images (Paivio et al., 1968). As vividness provides visitors with high quality representations of an object, higher levels of vividness will support visitors' ability to create such rich mental images of the

product, thereby enhancing experienced concreteness. Consequently, we suggest the positive effect of vividness on VSV to be especially high for visitors with high temporal proximity to the intended time of purchase. However, we expect the occurrence of this interaction effect to depend on visitors' Style of Processing (SOP). According to Childers et al. (1985) individuals differ in their propensity for a visual SOP. Whereas high visualizers process information through the construction of visual images, low visualizers hardly form rich mental images to process information. Therefore, visualizers by nature tend to form rich and lively mental images of market offers, thereby creating a state of mental concreteness even without being provided with vivid product or service presentations at exhibition stands. Thus, high levels of vividness should be less relevant to enhance the salience of concrete cues for visitors high in visual SOP. Contrary, higher levels of vividness should be especially helpful to create rich mental images, thereby enhancing experienced concreteness for visitors low in visual SOP. Taken together, we hypothesize: H2: High temporal proximity (low CL) to the intended time of purchase strengthens the positive relationship between vividness and perceived value of the stand visit, whereas this effect occurs only for individuals low in visual processing.

Methodology

Data for this study were obtained through a field experiment at one fair stand at the ITB Berlin, the worlds' leading travel trade show. We collected data from 100 (98) visitors that used (did not use) a VR application at this stand (females: 52.3 %; mean age: 46 years). Furthermore, we randomly assigned the participants to one of two scenarios differing in temporal construal level (high vs. low). All constructs were measured with existing scales and exceeding the critical thresholds of psychometric quality: VSV (Sánchez-Fernández et al., 2009 (selected items); alpha = .73, AVE = .62, CR = .86), imagery vividness (Babin and Burns, 1998; alpha = .88, AVE = .59, CR = .91), visual component of SOP (Ramsey and Deeter-Schmelz, 2008; alpha =

.73, AVE = .65, CR = .92).

Results and Discussion

Results of a mediation analysis with PROCESS (Hayes, 2013) show a significant positive effect of the use of VR on VSV that is partially mediated by vividness. Beside the postulated indirect effect of VR on VSV through vividness (b=.04,LLCI:.002,ULCI:.097), VR also exerts a direct positive effect (b=.17, p<.022) on VSV. Thus, hypothesis 1 is partially supported. Future studies should address the impact of additional mediating effects in the VR-VSVrelationship. In line with our assumptions regarding the boundary conditions, the results of a moderated moderation analysis reveal a significant three-way-interaction of vividness, construal level and SOP on VSV (p < .049). More precisely, vividness has a significant positive effect on VSV under high temporal proximity (low CL) and low levels of visual SOP (b=29,p<.001). Contrary, the effect of vividness on VSV turns insignificant under low CL and high levels of visual SOP (b=.09,p>.233). In support of hypothesis 2, we find high temporal proximity (low CL) strengthens the positive effect of vividness on VSV only for visitors low in visual SOP.

Contributions and Implications for Theory and Practice

With our study we not only contribute to research on VR in the context of trade fairs, but also provide exhibitors with practical implications for effectively using VR. Implementing VR at exhibition stands enhances VSV through enriched product presentations. However, using VR is most effective to influence VSV of visitors close to a purchase decision and low in their ability to build rich mental images of products and services. Overall, our results reveal an instrumental role of VR that goes beyond a pure entertainment of trade fair visitors.

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Always be polite: The hashtag connotation effect

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Abstract:

Hashtags are more than a tool to aggregate online conversations, they are a device that enhances interactivity, and a means by which social media messages gain meaning. Drawing from communicative pragmatics theory in linguistics, this research introduces the hashtag connotation effect. Across three experiments (n = 517) we manipulate hashtag connotation (positive versus negative). Results demonstrate that the use of a hashtag with a positive connotation (e.g., #slenderinspo), as opposed to a negative connotation (e.g., #skinnyinspo), heightens consumer's attitude towards the message and intention to engage with the message. Study 2 and Study 3 provide evidence that message politeness explains our hashtag connotation effect. This study provides novel insights for content marketing managers in understanding the use of hashtags as a strategic device in social media messaging, and how the use of hashtags can contribute to a brand's efforts to induce positive attitudes and message engagement.

Keywords: Hashtag, Social Media, Politeness

Hashtags are an important tool for promoting messages online (Erz, et al., 2018). Traditionally, the primary function of a hashtag was to aggregate online conversations, however, their role has evolved. Today, hashtags provide a means of communication in their own right, conveying meaning, providing commentary and other narratives on social media posts (Ibba, et al., 2015). Research has also shown that the inclusion of a hashtag in social media messaging enhances message meaning, enjoyment, and interactivity (Shin et al., 2018). While the role of hashtags in digital communication has been of interest in recent marketing literature (e.g. Harmeling, et al., 2016, Stathopoulou et al., 2017), this body of work is dominated by descriptive research, with limited experimental research conducted to examine specific hashtag tactics. Hence, the aims of this study are to: (1) examine the effect of hashtag connotation on consumer's attitude and behavioural judgements, and (2) assess whether message politeness is the mechanism underlying the hashtag connotation effect.

Background

Marketers strategically develop social media messages, shaping text and curating images (Khamis, Ang & Welling, 2016). Research has shown that the use of positive words (e.g., fun, exciting) in marketing messages can enhance memory (Braun, 1999), promote positive attitudes and behavioural outcomes (Harris et al., 2009). However, in some instances, marketers are seeking to promote services, issues, or causes that do not lend themselves to the use of explicitly positive text (e.g., suicide prevention), resulting in the need to adopt alternate approaches to text creation. Drawing from communicative pragmatics theory, this research seeks to examine the role of word connotation and its effect on an individual's attitudes and behavioural outcomes. Word connotations arise from knowledge of a words denotation (i.e., literal meaning) combined with experiences, and beliefs about the contexts in which the word (or expression) is typically used (Allan, 2005). Simply, word connotation is the feeling a word invokes in addition to its literal meaning and reference (Merriam-Webster, 2019), for example, the words 'economical' and 'cheap' may have the same reference, yet different connotations. Communicators will select words with positive connotations (e.g., euphemisms) across all facets of their life to lubricate social engagements (Dalamu, 2018). with their use heightening when the focal topic is perceived as awkward or taboo (Burridge, 1996). Research in linguistics has found that individual's respond more favourably to communication that integrates words and expressions with positive, as opposed to negative connotations (i.e., referring to objects as 'pre-owned' rather than 'used'; Gruner, 1990). As such, we suggest that when a social media message includes a hashtag with a positive connotation consumers will have a more positive attitude towards the message (H1a) and will be more likely to engage with the message (H1b).

To mask unpleasantness, words with positive connotations are often selected to enable topics to be discussed in a more polite way (Valentine, 1998). Politeness eases social costs, and provides a means to 'save face' (i.e., avoid embarrassment) for both the communicator and receiver (Brown & Levinson, 1987). As such, research suggests that politeness can enhance the persuasiveness of communication (Pogacar, et al., 2018). Previous research has found that the adoption of a polite communication style leads to more positive attitudes (Yuan et al, 2018), and enhances word of mouth communication (Hamilton et al., 2014). We, therefore, introduce message politeness as the process underlying the hashtag connotation effect (H2).

Method

Three experiments were conducted. For each experiment, a pre-test was conducted to identify words that were equivalent in denotation, yet differ on connotation (affective appraisal).

Study 1 and Study 2. A sample of 325 members of the general population (Study 1: 155, $M_{Age} = 45.70$; Study 2: 170, $M_{Age} = 45.16$) participated in a between subjects experiment: hashtag connotation (negative vs. positive). Participants were first shown an Instagram post for workplace gender equality (Study 1) or a fitness service (Study 2). The post was accompanied by a single hashtag (Study 1: #feminism or #equality; Study 2: #skinnyinspo or #slenderinspo). Next, participants were asked to rate their attitude towards the message (Till and Busler, 2000), and their intention to engage with the message (adapted from Mishra, et al., 2018). Participants in Study 2 then rated message politeness (rude-polite, discourteouscourteous). All participants reported their affective reaction to the hashtag (Self-Assessment Manikin) and demographic information.

Study 3. A sample of 192 members of the general population ($M_{Age} = 44.18$) participated in a 2 (hashtag connotation: negative vs. positive) x 2 (politeness marker: absent vs. present) factorial experiment. Participants viewed an Instagram post for better health (self-esteem) centre, the post included two hashtags; a politeness marker (#livingboldly vs. #believeinlivingboldy) and a reference tag (#fat vs. #curves). Study 2 measures employed.

Results

Study 1 and Study 2. Manipulation of hashtag connotation was successful in both Study 1 and Study 2 (p < .002). Employing ANOVA, results of Study 1 demonstrate that hashtag connotation has a significant effect on attitude towards the message (p < .001), and intention to engage with the message (p = .009). Results show that individuals hold a more positive attitude towards ($M_{\text{negative}} = 4.95$, $M_{\text{positive}} = 5.71$), and reported a greater intention to engage $(M_{\text{negative}} = 3.75, M_{\text{positive}} = 4.43)$ with a message that includes a hashtag with a positive, rather than negative, connotation, supporting H1a and H1b. Study 2 replicated the main effects of hashtag connotation (attitude towards message: p < .001, $M_{\text{negative}} = 3.86$, $M_{\text{positive}} = 4.70$, intention to engage: p = .007, $M_{\text{negative}} = 2.67$, $M_{\text{positive}} = 3.34$), and demonstrated that message politeness mediated the relationship between hashtag connotation and (1) attitude towards the message (β = .54, 95% CI = .27 to .84), and (2) intention to engage with the message (β = .33, 95% CI = .15 to .53), supporting H2.

Study 3. Manipulation of hashtag connotation and politeness marker was successful (p < 1) .002). Using between subjects ANOVA, a significant main effect for hashtag connotation was found (message attitude: p = .003, $M_{\text{negative}} = 5.10$, $M_{\text{positive}} = 5.75$; intention to engage: p =.001; $M_{\text{negative}} = 4.06$, $M_{\text{positive}} = 4.91$, further supporting H1). A significant interaction between hashtag connotation and politeness marker was also observed (message attitude: p =.023; intention to engage: p = .027). Results demonstrate that the effect of hashtag connotation on attitude towards the message and intention to engage with the message is significant only when a politeness marker is absent (message attitude: p < .001, $M_{\text{negative}} =$ 4.65, $M_{\text{positive}} = 5.80$; intention to engage: p < .001, $M_{\text{negative}} = 4.65$, $M_{\text{positive}} = 5.80$). When a politeness marker was present, the hashtag connotation effect attenuated (message attitude: p = .623, M_{negative} = 5.55, M_{positive} = 5.70; intention to engage: p = .508, M_{negative} = 4.65, M_{positive} = 5.80), providing causal evidence that message politeness explains the hashtag connotation effect (H2).

Implications for Theory and Practice

Drawing from communicative pragmatics theory, this research introduces the hashtag connotation effect. Findings demonstrate that the use of hashtags with positive connotations enhances consumer's attitudes towards, and intention to engage with a social media message, with this effect explained by message politeness. This study provides insights for content

marketing managers in understanding the use of hashtags as a strategic device to enhance consumer attitudes and social media message engagement.

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Does the effect of customer inspiration on customer citizenship behaviors depend on cultural orientation?

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Abstract:

This study examined if the effect of customer inspiration (CI) on customer citizenship behaviors (CCBs) depends on cultural orientation (CO). 235 student subjects recruited from universities in Nigeria and South Africa participated in a 2 (inspirational content: utilitarian vs hedonic) × 2 (CO: collectivistic vs individualistic) between-subject factorial design vignette experiment. The findings show significant differences in how consumers experience inspiration across cultures. The effect of the twin components of CI on CCBs were found to be affected by CO with the effect being more for collectivistic consumers. The analyses provide insights to managers and researchers on the role of CO in explaining the effectiveness of brand social media content.

Keywords: cultural orientation, customer citizenship behaviors, customer inspiration.

Customer inspiration is the "temporary motivational state that facilitates the transition from the reception of a marketing-induced idea to the intrinsic pursuit of a consumption-related goal" (Böttger, Rudolph, Evanschitzky & Pfrang, 2017, p. 116). Its two components are inspired-by and inspired-to. Inspired-by is the deliberation phase of inspiration when the consumer is exposed to a marketing-induced idea (e.g. social media content) while inspired-to is the implementation phase of inspiration where the consumer brings the marketing idea into fruition (e.g. share or like social media content) (Thrash & Elliot, 2004). These two processes are required for the full episode of inspiration to transpire. When customers experience inspiration, behavioral outcomes may ensue. Of interest in this study is customer citizenship behaviors – the "voluntary and discretionary behaviors that are not required for the successful production and/or delivery of the service but that, in the aggregate, help the service organization overall" (Groth, 2005, p. 11). Customer inspiration is yet to receive adequate research attention in the field of marketing (Böttger et al., 2017; Liang, Chen & Lei, 2016). With social media becoming the hive of consumer-firm interactions that also facilitates customer citizenship behaviors, the study of how utilitarian and hedonic social media contents inspire customer citizenship behaviors across cultures deserve research attention. Utilitarian content carries cognitive benefits that are rationally appealing to consumers while hedonic content carries entertaining messages that are pleasurable and fun-filled (Izogo & Jayawardhena, 2018).

Research that expounds how cultural orientation influence the effect of customer inspiration on customer citizenship behaviors is timely because online platforms especially social media continue to afford brands easy access to customers across cultures. We devised a vignette experimental design to answer our research questions because it is a popular technique employed in several spheres of marketing research including advertising (see Zhang, Sun, Liu & Knight, 2014) and customer inspiration (see Liang et al., 2016). The framing of our experimental scenarios was based on a fast food restaurant context because it embodies both utilitarian and hedonic value (Prebensen & Rosengren, 2016). Utilitarian vs hedonic contents were chosen because the two vital benefits that consumers perceive when they process market signals are utilitarian or hedonic value (Shimps & Andrews, 2013). The research aim and the resulting research questions draw on two research streams. First is the conceptualization of customer inspiration as a second-order construct comprising inspired-by and inspired-to, which are distinct, yet required for a full episode of inspiration to transpire (Böttger et al., 2017; Thrash & Elliot, 2004). Second is the reasoning that individualistic consumers place greater emphasis on self-interest compared to group interest while their collectivistic counterparts place greater emphasis on group interest over their personal interest (Triandis, 2002; 1995). By focusing on consumers drawn from two culturally-diverse African countries, this study contributes to literature on cross-cultural advertisement effectiveness by shedding light on the role of individualistic and collectivistic cultural orientation on the relationship between inspired-by and inspired-to and its effect on customer citizenship behaviors.

The aim of this study is:

To examine the effect of the twin components of customer inspiration on customer citizenship behaviors across cultures

In line with the above aim, three research questions are addressed:

RQ1: Does the effect of inspired-by on inspired-to differ between individualistic and collectivistic consumers?

RQ2: Does the effect of inspired-to on customer citizenship behaviors (CCBs hereafter) differ between individualistic and collectivistic consumers?

RQ3: Does the indirect effect of inspired-by on CCBs through inspired-to differs for individualistic and collectivistic consumers?

Methodology

Subjects were randomly exposed to one of the experimental scenarios (utilitarian vs. hedonic ad appeal content). All the measures emerged from validated scales and were in 5-point Likert scale-type response format. A reliability assessment through Cronbach alpha clearly indicates excellent internal consistency (i.e. $\alpha = 0.80 - 0.90$). All the experimental manipulations were effective. Our hypotheses tests based on 235 subjects (57.4% female; $M_{age} = 23.34$, SD = 3.74) were conducted with a multivariate ANOVA and partial least squares structural equation modelling whilst the 'X2 Difference Stats Tools Package' (Gaskin 2016) aided the examination of the hypothesized multigroup moderation and the moderated mediation hypothesis.

Results

Results of the multivariate ANOVA showed that collectivistic consumers rated both inspiredby [Mcollectivistic culture = 4.04, SE = 0.10, 95% CI: 3.85, 4.24 vs. Mindividualistic culture = 3.33, SE = 0.08, 95% CI: 3.17, 3.49; F(1, 234) = 32.52, p < 0.001, $\omega^2 = 0.12$] and inspired-to [Mcollectivistic culture = 3.98, SE = 0.12, 95% CI: 3.75, 4.21 vs. Mindividualistic culture = 3.09, SE =0.10, 95% CI: 2.90, 3.28; $F(1, 234) = 34.40, p < 0.001, \omega^2 = 0.13$] higher than individualistic consumers. Outputs from PLS-SEM showed that inspired-by is a significant predictor of inspired-to ($\beta = 0.69$; t = 17.26; SE = 0.04; p < 0.05) while inspired-to is a significant predictor of CCBs ($\beta = 0.60$; t = 12.47; SE= 0.05; p < 0.05). Additionally, the indirect effect of inspiredby on CCBs through inspired-to was positive and significant ($a \times b = 0.19$, p < 0.001; 95% CI: 0.08, 0.30). Results from the examination of the multigroup moderation and the moderated mediation effect showed that the effect of inspired-by on inspired-to did not differ between collectivistic and individualistic consumers (t = 0.28; p = 0.78). In contrast, the results show that the effect of inspired-to on CCBs significantly differ depending on cultural orientation ($\beta_{collectivistic\ consumers} = 0.83$, SE = 0.03 vs. $\beta_{individualistic\ consumers} = 0.45$, SE = 0.06; t = 5.21; p < 0.060.001). The findings also show that the indirect effect of inspired-by on CCBs through inspiredto is statistically significantly different for collectivistic and individualistic consumers such that the effect is more pronounced for collectivistic consumers ($\beta_{collectivistic\ consumers} = 0.53$, SE = $0.06 \text{ vs. } \beta_{individualistic consumers} = 0.30, SE = 0.05; t = 3.10; p = 0.002).$

Implications for theory and practice

This study shows that experience of inspiration when exposed to social media advertising contents is more pronounced among collectivistic than individualistic consumers. Secondly, while cultural orientation (CO) does not moderate the effect of inspired-by on inspired-to, further findings show that the effect of CO on the direct effect of inspired-to and the indirect effect of inspired-by on CCBs respectively was significant and more pronounced for collectivistic consumers. These findings extend previous research (e.g. Böttger et al., 2017; Liang et al., 2016) in several directions. The study may prove valuable to researchers who may be interested in furthering knowledge on cross-cultural customer inspiration using social media advertising. Practical implications of the above findings include: First, the findings admonish managers to consider the extent to which consumers differ in cultural orientation (individualistic versus collectivistic) when processing social media advertising contents. Also, the findings point to the need for firms interested in taking advantage of the significant business growth opportunities that the African market offers to take cognizance of the role of national culture. While Africa, as whole is often associated with collective CO, this study demonstrates that significant differences do exist in the level of collectivistic vs individualistic orientation of consumers from different African nation states

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Influence of voice assistants on consumer well-being?

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Abstract:

While most research examine technology acceptance of digital voice assistants, there remains a lacuna in literature which examines consumer research connectivity with such technology along the line transformative consumer well-being. This research proposes that the conceptualization of perceived emotionality and intelligence of voice assistants cues the impression of anthropomorphism which can lead to better consumer well-being. In depth, this research attempts to contribute to the limited literature on anthropomorphism as a psychological vehicle of consumer well-being.

Keywords: Consumer well-being, anthropomorphism, perceived features of voice assistant

Advanced technology increases the interactions between consumer and smart devices by instilling anthropomorphic (human-like) features, such as human voice (Aggarwal & McGill, 2012; Hoffman & Novak, 2017). One of the crucial factors behind the growth of smart devices is digital voice assistants. Digital voice assistants function using natural language processing, speech synthesis, and voice recognition to provide a service via an application. Voice assistants are being embedded into consumer products and 46 percent of U.S. adults use these applications on their smartphones to interact with other devices (Pew Research Center, 2017). A tacit assumption is that new technologies enhance living standard and eventually promote increased well-being for people. However, literature shows that this is not necessarily the case, and that the relationship between technology and well-being can be bidirectional (Castellacci & Tveito, 2018; Fox & Connolly, 2018). What exact role can a voice assistant plays in shaping consumer well-being still remains inconclusive.

The aim of this study is:

To investigate the role of voice assistant in enhancing consumer well-being through perceived anthropomorphism.

We address two research questions in line with this aim:

RQ1: How does voice assistant enhance consumer well-being?

RQ2: How do chronic loneliness and desire for control affect perceived features of voice assistant and perceived anthropomorphism?

Background

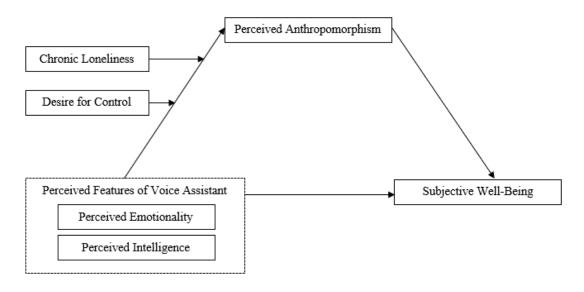
Subjective well-being branches from the large definition of life satisfaction which generally refers to an individual's affective and cognitive assessments of life (Diener, 1994; Diener & Diener, 1995). According to Sirgy (2001), life satisfaction is the central to social marketing research as it improves prosperity and economic development due to its myriad objective benefits. Life satisfaction develops from people's live experiences which involve general quality of life and as a consumer in the consumption cycle (El Hedhli et al., 2013; Sirgy, 2001). In this study, self-determination theory will be used to investigate the factors in shaping consumer well-being. This theory of motivation proposes that social context can either support or prevent the likelihood for psychological growth and active engagement (Ryan & Deci, 2000).

Humans have an innate propensity to anthropomorphize objects. It is human nature to ascribe human-like motives to objects (Guthrie, 1997). This phenomenon has evolved from a concept of animism to an extension of concept that integrates interaction, personality, and behaviour. As the identity of the voice assistant is established and further strengthened, consumers are more likely to anthropomorphize as they expect it to become more "real". According to Złotowski, Strasser, & Bartneck (2014), there are two dimensions of anthropomorphism, namely human nature (HN) and uniquely human (UN). The first dimension (HN) implies emotionality which expected to cue anthropomorphism. When a robot is perceived as emotional, it is more humanlike. Similar effect is expected to occur in the context of voice assistants. Perceived intelligence is the other dimension (UN) suggested by Złotowski et al. (2014). Consumers might expect intelligence from a voice assistant as some of the current voice assistants in the markets are referred to as intelligent (Apple, 2019).

Individuals experience the similar pain as physical pain if their need for social connection is not gratified (Macdonald & Leary, 2005). When the social need is not being fulfilled, people

are likely to approach nonhuman objects to satisfy their sociality need frustration (Epley et al., 2007). According to Epley, Waytz, Akalis, and Cacioppo (2008), chronically lonely individuals show a higher tendency in perceiving gadgets with humanlike characteristics. Desire of control refers to psychological need to show the competence in an environment (White, 1959). Consumers who are high in the desire for control will have higher tendency to describe product behaviour through the lens of anthropomorphism and through attributions of desires to products (Burger & Hemans, 1988).

Conceptual Model



Methodology

The research proposes to collect a minimum sample size of 300 through an online survey (Qualtrics). The online survey link will be shared on social media as it attracts a variety of participants in the research (Hajli, 2014). The survey will also be distributed via electronically to university students residing to the possibility that most of them are early adopters of new technologies (Aldossari & Sidorova, 2018).

Implications for Theory and Practice

This research (which is now currently in its conceptual stage) would likely extend the broader knowledge of anthropomorphic cues' influences on consumer well-being. Mourey, Olson, and Yoon (2017) argue it is important to understand the consequences of anthropomorphic products in the marketplace as more consumer products are blurring the line between consumer and product. By triggering consumers' anthropomorphic responses, it can lead to better product personality, more positive emotions, and hence greater product liking.

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Augmented reality content development for marketing

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Abstract:

Augmented reality (AR) is a technological mechanism that is increasingly used to deliver advertising and marketing messages. Still, little is known on what practitioners take into consideration when developing AR content for their clients' marketing campaigns. Through indepth interviews with ten decision makers in advertising and creative agencies in Malaysia, this study provides insights on matters impacting the development of AR content for marketing. The findings reveal that the factors involved in AR content creation fall under four contexts; technological considerations, organizational planning, environmental influences which are concordant to the Technology-Organization-Environment (TOE) framework, and ethical considerations – an additional context. This study highlights the importance of these factors in delivering effective communication to the consumers via this emerging technology. It also provides theoretical and practical implications to the academic and industry practitioners.

Keywords: augmented reality, practitioners, marketing

Consumers' participation and value co-creation on sharing economy platforms

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Abstract:

At sharing economy platforms, consumers' participation is crucial for the success of services, products, and companies. This participation is essential for the companies to not only exist, but also create value for the consumers. Enormous growth in sharing economy platforms in the recent years have also augmented consumers concerns regarding ethics surrounding these platforms. The vast majority of the previous research either is conceptual, focused on organizational levels or only discussed privacy and security issues thus offering a very limited view of this domain. The present study takes into account multidimensional view of consumers' participation and ethical issues surrounding sharing economy platforms, which in turn influence intention to co-create value. Our findings suggest that privacy, security, shared value, fulfilment/reliability and service recovery are the strongest determinants of consumers' ethical perceptions- and strongly predict the consumers value co-creation intentions.

Keywords: Sharing Economy; Marketing Ethics; Value co-creation

Consumers have been very enthusiastic to adopt the services offered by sharing economy platforms (SEPs thereon) such as Uber, Airbnb, Lyft (Zervas et al., 2017) and millions of people are taking an active part in SEPs constituting a profitable trend. For instance, the total revenues of five largest SEPs in year 2014 were US\$ 15 billion and are expected to reach US\$ 335 billion in year 2025 (PWC, 2015).

At one side, consumers perceive participation in SEPs as more economical, enjoyable and convenient (Lee et al., 2018). On the other side, consumers perceive SEPs as risky (such as privacy and security risk) which might deter consumers participation in such platforms. SEPs are based on the principle of information sharing, and requires consumers to input their detailed personal information, which at times have been used for non-intended commercial activities (Dillahunt and Malone, 2015). Notable cases involve, data breaches and deception at SEPs, for example, Uber has allegedly cheated its drivers by rounding off the fee to the nearest dollar in favour of the company (see e.g. Newcomer, 2017). In the light of aforementioned issues, it becomes paramount for sharing economy service providers to understand consumers' ethical perceptions of their platforms.

Besides that, in the last decade co-creation research has importantly advanced our understanding about the concept (Grönroos, 2008; Payne et al., 2008; Zwass, 2010), however, negligible consideration has been given to the notion of consumers participation in value cocreation. Therefore, it is essential to do more research regarding consumer value co-creation and the current study's addresses this research gap. The aim to the study is:

To explore how consumers' participation affects their value co-creation intentions on SEPs and how consumers' ethical perceptions(including six dimensions and not just privacy and security issues) mediate this relationship.

It is crucial to study these effects for two reasons. i) examining the positive ethical perceptions of consumers can significantly enable to enhance consumers' value co-creation intentions at SEPs ii) the provision of SEPs services is highly dependent of information input by the consumers, which at times is highly personal in nature. Therefore, consumers' participation and their value co-creation intentions becomes imperative to understand in the presence of ethical issues. The main research question we endeavour to answer in this study:

RQ: How consumers' participation affects their value co-creation intentions on SEPs in the presence of ethical concerns?

Methodology

The current study integrates the theoretical lenses from U&G (Katz et al., 1973); marketing and business ethics literature (Agag, 2019), and service dominant logic (SD-logic) (Vargo and Lusch, 2014; 2008); Vargo et al. (2008). Furthermore, integrating consumers' participation from social psychology stream, ethical perceptions from marketing ethics literature and value co-creation from the SD-logic has the potential to give a new direction to digital marketing literature specially in the domain of marketing ethics research. In the current study, the main construct consumers' participation in SEPs pertains to the U&G theory; consumers' ethical perceptions is embedded in the marketing ethics literature; and consumers' value co-creation intentions relates to the SD-logic. Furthermore, the current study provides integrations between the three based on the well-documented theoretical foundations provided by previous studies (Abela and Murphy, 2008; Williams and Aitken, 2011). It is pertinent to mention here that the current study, takes into account the transactional issues between consumers and SEPs, and not broader institutional characters, such as sustainability, corporate social responsibility pertaining to SEPs.

To collect the data, an online survey was employed to collect data from the users of top SEPs. The list was inspired by the popular SEPs 1) Uber 2) Airbnb 3) Lyft 4) Homeaway 5) Indiegogo 6) Zipcar 7) Kickstarter. Using an online website, almost 500 responses were obtained to further analyse their data. After initial screening n=481 useable cases were retained. Males comprised of 51.8% of the data and females comprised of 48.2%. By far Uber was the most popular SEP amongst the respondents comprising of 59.30% stating it as their preferred SEP.

Discussion and Contributions

Our findings reveal that at SEPs, consumers' ethical perceptions can be considered as a secondorder construct (SOC) that contains five factors: privacy, security, service recovery, fulfilment, and shared value. Each of these factors is essential part of consumers' ethical perceptions in the context of SEPs.

Second, the findings of this study show that consumer participation in SEPs is a second-order construct, too. It consists of informational participation, actionable participation and attitudinal participation. The finding is logical, because, in their essence, SEPs exist because of the active online participation of consumers.

Third, as we initially expected, our findings verify that consumer participation in SEPs has a significant influence on their value co-creation intentions. Although our model and context are novel, our findings are in line with existing research Hajli et al. (2017). Additionally, our findings reveal that consumers' ethical perceptions of SEP influence their value co-creation intentions.

Somehow, surprisingly the current study confirms five dimensions of ethical perceptions as a second order construct, however the role of non-deception came out to be non-significant in both the measurement and structural models. In SEPs, where a service provider can either be a company or an individual consumer, the customers' concern that service provider would engage in fraud by, for instance, misrepresenting information and unreliable delivery of goods and services, expands from companies to all peers who operate in the platform. This could explain why the role of non-deception cannot be explicitly confirmed in our study.

Theoretically, the study advances the extant research in three ways. First, the study is first to create an empirically validated framework that helps explain the role of consumers' ethical perceptions in their participation and value co-creation intentions on SEPs. Second, to the best knowledge of the authors of this study, the current study is the first to examine consumers' ethical perceptions in the context of SEPs in general and as a second-order construct (SOC) in particular. Third, the study is first to confirm that also consumer participation is a SOC in the context of SEPs, thereby contributing the emergent literature on the topic.

Managerially, the present study may operate as a first step in SEP ethics management. It reveals in terms of ethical aspects, taking care of traditional ethical concerns such as privacy and security only becomes inadequate in the context of sharing economies. Instead, several new ethical aspects need to be acknowledged. These include reliability in a form of accurate display of services, consumers' perception that the provider's values are in line of their own values, taking care that the actions the service provider executes in cases of service failures, and ensuring consumer perception that a service provider will not engage in fraud.

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Social media marketing activities on brand equity

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Abstract:

This study investigates the influence of perceived social media marketing activities on consumer-based brand equity, mainly predicated on the S-O-R model. In addition, brand experience is tested as a mediator between perceived social media marketing activities and consumer-based brand equity, where the moderating effects of co-creation behavior are tested on the relationship between perceived social media marketing activities and brand experience. A structured survey questionnaire was distributed to university students and a total of 253 valid responses were obtained. Hypotheses were tested by employing partial least squares structural equation modelling (PLS-SEM). The results indicated that perceived social media marketing activities have a significant positive influence on consumer-based brand equity. In addition, brand experience was found to mediate the relationship between perceived social media marketing activities and consumer-based brand equity. Interestingly, co-creation behavior did not moderate the relationship between perceived social media marketing activities and brand experience.

Keywords: perceived social media marketing; consumer-based brand equity; brand experience

While technology has quickly revolutionised the marketing landscape, marketers continue to place more emphasis on digital marketing, particularly on social media, given the increasing number of hours people spend accessing social networking platforms such as Facebook, Instagram, Twitter and YouTube. A study by Neilsen reported that adults in the U.S. spend about 45 minutes daily on social media, with the majority of time accessing these platforms via smartphones (Nielsen, 2018). These statistics show the potential of social media platforms as an effective marketing and communication medium in the business domain (Yadav and Rahman, 2018). As such, many businesses nowadays tend to create their own branded social media page(s) on various social media platforms with the aim of sharing information to and communicating with new and existing customers in the anticipation of creating brand awareness and building brand image, thereby improving sales (Choi et al., 2016; Yadav et al., 2016). A recent survey report indicated that 92% of surveyed marketers perceived that social media could benefit their business and that 97% currently participated in social media marketing activities (Stelzner, 2004). Past studies have also revealed that social media messages tend to affect existing customers' expenditure positively (e.g., Goh et al., 2013; Kumar et al., 2016).

Furthermore, when consumers perceive social media marketing activities (referring to how consumers perceive a company or brand by engaging in various social media marketing activities) of brands positively, it can help to drive brand loyalty through the activation of brand and value consciousness (Ismail, 2017). Hence, effective social media marketing activities are essential for shaping consumer-based brand equity. As an extension to this claim, Beig and Khan (2018) discovered that when a follower of a favourite social media brand page shares interesting posts and interacts with other followers, the process enhances the followers' brand experience towards the brand. Likewise, positive brand experience can lead to consumer-based brand equity (Altaf et al., 2017). Therefore, we further propose that the influence of social media marketing activities on consumer-based brand equity should be mediated by brand experience.

Aside from that, when consumers engage in co-creation behavior in a brand's social media page such as providing a positive review and posting positive comments regarding the brand, they tend to be more dedicated to the brand and increasing the feeling of belongingness with the brand (Nysveen and Pedersen, 2014). Accordingly, this indicates that individuals who actively engage in a brand's social media page tend to perceive the brand's social media marketing activities positively, thereby leading to better brand experience. Therefore, this study aims, "To understand the influence of perceived social media marketing activities on consumer-based brand equity".

We address two central research questions in line with this aim:

RQ1: Does brand experience mediate the relationship between perceived social media marketing activities and consumer-based brand equity?

RQ2: Does co-creation behavior moderates the relationship between perceived social media marketing activities and brand experience?

Background and Conceptual Model

The Stimulus-Organism-Response (S-O-R) theory underpins the research model in which this study proposes that perceived social media marketing activities be the **stimuli** to which consumers are exposed to social media reflecting the brand. Brand experience is defined as "subjective internal consumer responses (i.e. sensations, feelings, and cognitions) and

behavioral responses evoked by brand-related stimuli that are part of the brand's design, and identity, packaging, communications, and environments" (Brakus et al., 2009, p. 53). Moreover, it acts as an **organism** based on the results of experiencing social media marketing activities, and last consumer-based brand equity acting as the **response**. For example, Zhang, Lu, Gupta and Zhao (2014) discovered the different influence of technological features of a website on consumers' virtual customer experiences which affect the subsequent intention to request and share commercial information. As such, active engagement with customers using social media can lead to attracting attention and affection towards the brand (Ismail, 2017). Hence, this research also seeks to investigate the influence of perceived social media marketing activities and consumer-based brand equity through the mediation effect of brand experience.

Notwithstanding, this study proposes the moderating influence of co-creation behavior between perceived social media marketing activities and brand experience. In other words, customers who actively engage with a brand's social media marketing activities, the more likely they will emotionally be attached to the brand (Nysveen and Pedersen, 2014).

Methodology

In conducting this study, data were collected from university students through a distributed questionnaire since this population is one of the most active demographics of social media users. Purposive sampling was adopted to ensure that the respondents met the criteria for following a brand's social media page. The brand became the frame of reference for respondents to answer the questions asked in the questionnaire. The constructs were operationalised using a seven-point Likert-scale ranging from 1 "strongly disagree" to 7 "strongly agree". All scales were adapted from tested and established research pertaining to consumer-based brand equity, perceived social media marketing activities, brand experience and co-creation behavior. SPSS and SMRTPLS were employed to analyse the structural equation modelling (SEM) after confirming the absence of common method variance using a measured marker approach.

The scale to measure the construct of consumer-based brand equity consists of 10 items, adapted from Dwivedi et al. (2018). Perceived social media marketing activities were measured using the scale by Yadav and Rahman (2017). Brand experience was measured using the scale developed by Brakus et al. (2009). Lastly, co-creation behavior was measured by a three-item scale adopted from Cheung and To (2016).

Results and Discussion

The results of the study found that the majority of respondents' surfed online using their smartphones (89.7%), followed by using laptops (25.3%). Smartphones were the respondents' primary choice compared to using other devices and tended to create a more efficient avenue for associating and co-creation with social media brands. In progressing this study, we first assessed the measurement models followed by the structural models. The results showed that the research model had no issues with the internal consistency of the measures, convergent validity and discriminant validity. The validation of the hypotheses was undertaken through performing a bootstrapping procedure of 5000 resamples.

The results of this study showed that perceived social media marketing activities have a significant positive influence on brand experience and consumer-based brand equity. The brand experience was also shown to have a significant positive influence on consumer-based brand equity. Therefore, this suggests that the construction of positive views of social media will strengthen the brand's connectivity to consumers. The results also confirmed that the mediating effect of brand experience between perceived social media marketing activities and consumerbased brand equity is significant, indicating that effective social media marketing activities are crucial in building strong brand experience, which in turn, results in greater consumer-based brand equity. However, co-creation behavior showed no moderating effect between perceived social media effectiveness and brand experience. The findings also suggest that for future studies, practical implications that might aid in the decision-making of social marketing activities initiated by the organisations should be considered.

Implications for Theory and Practice

The research confirmed the extendibility of the S-O-R model by exploring the influence of perceived social media marketing activities on consumer-based brand equity. Social media marketing activities are more than likely to form the stimuli that activate the inner states (i.e. driving emotions) of consumers and subsequently trigger a certain response. Moreover, positive brand equity will create a positive brand experience, leading to the actual purchase of the brand despite similar benefits being offered by alternative brands (Buil, Martínez, & de Chernatony, 2013).

On the other hand, this study found that co-creation behavior does not moderate the relationship between perceived social media marketing activities and brand experience. The inclusion of dissatisfied consumers could create negative content or comments on the brand's social media page. Hence it would be wise for organisations to monitor consumers' engagement of cocreation behavior to filter negative content or comments that would help protect and secure the brand's online image. Accordingly, this research offers managerial implications regarding the enhancement of consumer-based brand equity. Here, the brand page administrator should respond promptly to the inquiries posted by consumers to avoid any displeasing experience. Likewise, organisations should consider investing in personalised recommendation engines on their social networking sites.

By making predictions concerning what consumers would like (i.e. preferences), such intuitive recommendations would possibly allow every customer to feel special and lead towards increasing the affective experience of consumers. Similarly, organisations should offer trendy content addressing four sub-motivations, namely pre-purchase information, knowledge, surveillance, and inspiration. The purpose of creating trendy content is not only to promote products and services but instead, to provide added value to consumers by educating and entertaining them. However, for this to occur, companies need to ensure that their social media marketing activities are interactive, informative, personalised, and trendy because effective social media marketing activities will lead to more favourable brand experience for consumers and, eventually, result in improved consumer-based brand equity.

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The underlying mechanism of excessive social media use

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Abstract:

This research follows recent findings on excessive social media use. Despite all positive impacts of new technologies, researchers highlight negative outcomes of its excessive use on personal well-being. This study shows that excessive social media users demonstrate an imbalance between the impulsive and reflective systems in their minds. Little is known about drivers of this problematic behaviour. Drawing on dual-system theories, we extend previous studies on the nature of excessive behaviours that rely mainly on self-report measures. Through joining implicit and explicit measures, we empirically investigate relationships between implicit attitudes to social media and its excessive use. The findings show that excessive social media users are guided more by implicit attitudes and cognitive-emotional preoccupation than by explicit attitudes and self-control. This study conceptualises the underlying mechanism of excessive social media use and offers practical suggestions for non-academic stakeholders on how to reduce this problematic behaviour and promote positive well-being.

Keywords: digital marketing, social media, Transformative Consumer Research

Social media has altered the daily routine of almost half of the world's population, with the average user spending 135 minutes each day on social media (Statista, 2017), which could impact their well-being. Previous studies conclude that unhealthy social media use is not defined by time alone and link it to a number of negative outcomes for personal well-being (Kuss & Griffiths, 2011). This research explores an imbalance between conscious reflective and non-conscious impulsive behaviour of excessive social media users. Specifically, our main research question focuses on the impact of implicit attitudes toward social media on impulsive and excessive social media use. This study aims to 1) fill a theoretical gap by conceptualising what constitutes excessive social media use; 2) explain and predict this type of excessive behaviour; and 3) offer practical suggestions for users, social media site developers and public policy makers to reduce the extent of excessive use and promote positive well-being.

Background and Conceptual Model

We follow the framework of multi-disciplinary Transformative Consumer Research (TCR) which focuses on the consumer as the centre of the research agenda. A review on excessive behaviours, such as drinking, smoking, overeating, gambling and exercise shows a lack of agreement on the conceptualisation in the area of excessive consumption. However, excessive activities are similar in the level of cognitive preoccupation, which is often linked to excessive social media use (Kuss & Griffiths, 2011; Turel & Qahri-Saremi, 2017), even though little is known about the antecedents of excessive social media use. Turel et al. (2016) extend this exploration and confirm that cognitive-emotional preoccupation is positively correlated with the problematic impulsive social media use. Drawing on theories of behavioural change, particularly dual-system theories (Strack & Deutsch, 2004), we study how excessive social media use could be explained through an imbalance between impulsive and reflective cognitive systems. We follow the suggestion of Sagiouglou and Greitemeyer (2014) to shed light on true motivations of excessive users through the measurement of implicit attitude. At the same time, we consider that excessive social media use is associated with the harm to personal well-being (Sampasa-Kanyinga & Lewis, 2015) and low self-control (Wilcox & Stephen, 2013) which can have a moderating effect on different types of behaviour (Wills et al., 2010). We suggest that the role social media plays on lessened well-being is a processual model that is made up of multiple factors. The research model (Figure 1) describes the relationships between its main constructs. From the literature we present the following hypotheses:

H1: Implicit attitude to social media is positively associated with cognitive-emotional preoccupation with social media.

H2: Cognitive-emotional preoccupation is positively associated with impulsive social media

H3: Impulsive social media use is positively associated with excessive social media use.

H4: Excessive social media use is positively associated with poor well-being.

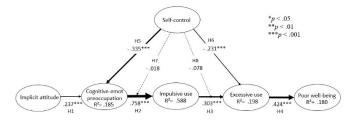
H5: Self-control is negatively associated with cognitive-emotional preoccupation with social media.

H6: Self-control is negatively associated with excessive social media use.

H7: Cognitive-emotional preoccupation is positively associated with impulsive social media use only if the level of self-control is low.

H8: Impulsive social media use is positively associated with excessive social media use only if the level of self-control is low.

Figure 1. The research model.



Methodology

To explore the underlying mechanism of excessive social media use, this research joins implicit and explicit self-report measures. 389 participants were recruited through an online panel. The participants chosen were all aged 18-44 and spent more than two hours on social media daily which is associated with a psychological distress (Sampasa-Kanyinga & Lewis, 2015). Participants completed an online Implicit Association Test and a self-report survey regarding their social media behaviour. Participants were almost equally males (54%) and females (45%), full-time employees who spend up to 75% of their online time on social media. The survey comprised four sections: on 1) general social media use; 2) single-category implicit association test (SC-IAT) to evaluate participants' implicit attitude as an association for a single category object, in this case, their positive or negative association with social media; 3) self-report measures such as impulsive and excessive social media use, cognitive-emotional preoccupation, self-control, and poor well-being; 4) demographics.

Results and Discussion

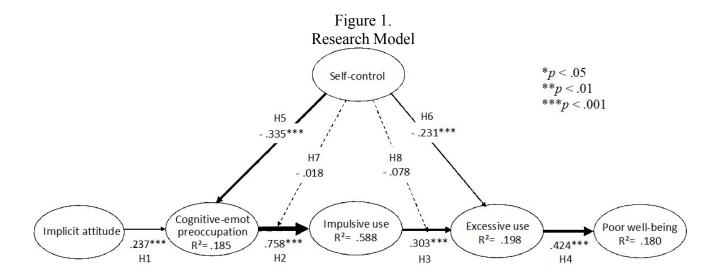
Partial least squares (PLS) analysis was used to test the hypotheses presented. Analysis of the data and multi-item scales showed that they were reliable and valid with Cronbach's alpha from 0.70 to 0.92. The evaluation of the structural model supports hypotheses H1-H6 at the 0.001 significance level (see Figure 1). The hypotheses on the moderating role of self-control (H7 and H8) were not supported. This means that self-control does not affect relationships between cognitive-emotional preoccupation and impulsive use or between impulsive and excessive use. Having a positive implicit attitude and being preoccupied with social media, a user can hardly manage it by personal self-control forces. Additionally, it is confirmed that cognitive-emotional preoccupation is a mediator for relationships between implicit attitude and impulsive social media use. As it was expected, time on social media has a moderate correlation with the excessive use which should not be evaluated by time measures only. At the same time, the control variable of explicit attitude showed no significant correlation with any variables. In other words, there was no consistent pattern of the impact of conscious attitude on excessive social media Furthermore, implicit attitude is positively correlated with depressive feelings and use. Meanwhile, explicit attitude shows no significant correlations with any variables. In this way, this study conceptualises excessive use and includes an implicit attitude as an antecedent of the cognitive-emotional preoccupation. Self-regulating techniques which are helpful in managing other excessive behaviours can be not equally effective on social media.

Implications for Theory and Practice

Following the TCR framework, this study outlines several avenues for future research and a number of practical suggestions for non-academic stakeholders such as excessive social media users, marketers and public policy makers. Drawing on dual-system theories and findings of this research, our recommendations are aimed to have an impact on both implicit and explicit attitudes; and the level of self-control. A deeper understanding of the excessive social media use mechanism allows to justify the proper disposition for potential self-control interventions to let users control this aspect of their life and encourage positive mental well-being.

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Digital content marketing as a catalyst for e-WOM

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Short Abstract:

Applying the theory of Use and Gratification this paper investigates how the social impact of digital content marketing on food tourism leads to e-WOM. This paper explores digital content marketing can generate social impact, and then lead to e-WOM. A sample of 707 Chinese tourists completed an online survey. The collected data were analysed applying structural equation modelling. This study found that there exist positive associations with between content information and informational social impact, as well as between self-expression and normative social impact on tourists in food tourism. Social interaction positively associates with both normative social impact and informational social impact. Both normative and informational social impact have a positive effect on e-WOM for food tourism. Social impact has positive mediating effect between digital content marketing and e-WOM. This study provides a theoretical basis for digital content marketing, literature support for social impact theory and stimulates research development of e-WOM.

Keywords: Digital content marketing, E-WOM, Social impact.

Introduction and Research Aim

As part of modern lifestyle, food tourism is increasingly becoming a priority for tourists (Okumus, Koseoglu, & Ma, 2018). With the rapid development of the Internet, ever more people prefer the use of mobile social media (Lamsfus et al., 2015). Such changes have prompted marketers to consider online marketing as a way of reaching their target audience (Sitta, Faulkner & Stern, 2018). As an essential means of digital marketing, digital content marketing has attracted wide attention in recent years. Digital content marketing is a new online marketing strategy, which emphasises that the content should be of high quality, meet consumers' demand for information and increase consumers' cognition of brands (Hollebeek & Macky, 2019). Digital content marketing is more focused on communication with target consumers rather than the ultimate goal of sales. Digital content marketing aims to reduce product sales information as much as possible, and instead, deliver more information that is conducive to consumers' understanding and cognition of the brand, to strengthen the emotional connection with customers (Hollebeek & Macky, 2019). Digital content marketing seeks to maintain a long-term relationship with consumers and spread WOM rather than short-term purchase growth.

The aim of this study is:

To reveal the relationship between digital content marketing in food tourism and electronic word-of-mouth communication by social impact mediation effect.

We address a research question in line with this aim:

RQ: How does digital content marketing via mobile social media lead to electronic wordof-mouth effects on Chinese tourists' decision-making in food tourism?

Background and/or Conceptual Model

Given that this study involves digital content marketing via mobile social media, social impact and e-WOM communication, the theory of this study needs to be determined according to these three aspects. Currently, in the social media studies, the dominant theories include "Use and Gratification", "Social Identity Theory", "Social Capital Theory", "Social Exchange Theory" and "Social Network Theory" (Ngai, Tao & Moon, 2015). From the perspective of tourists, this study adopts the "Use and Gratification Theory" as the application theory of digital content marketing on social media. The four dimensions of the "use and gratification theory" refer to information, entertainment, social interaction and self-expression, which will be adopted as the dimensions of digital content marketing in this study (Plume & Slade, 2018).

Latane (1981) established the social impact theory, which can be divided into normative social impact and informational social impact (Kwahk & Kim; 2017). Recently, some research has found that some users of social media tend to follow group opinions because they consider they constitute an acceptable norm (Li & Sakamoto, 2014). When the users of social media can estimate their similarity with the content sender, the group opinions are more active on social media (Yang et al., 2015). Therefore, this research will use the normative and informational social impact to study tourists affected by the feelings, attitudes and behaviour of other key players. The theoretical model is shown in Figure 1.

Methodology

To measure the availability of valid scales with the defined structure, a survey was utilised. All data were collected online from Chinese tourists who like food and travel and are mobile social media users, and who had or planned to travel for food. All the data were distributed through social media in the form of an electronic questionnaire for one month. A total of 707

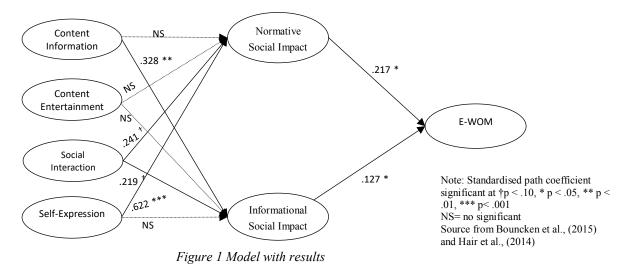
valid responses were obtained. In this study, software SPSS 25.0 for exploratory factor analysis (EFA) was used to test the reliability and validity of measurements. The convergent validity and discriminant validity of the structural model were tested by confirmatory factor analysis (CFA) through applying software AMOS 24.0. The structural equation model (SEM) was used to verify the theoretical framework. Covariance matrices were used for all analyses.

Results and/or Discussion and Contributions

This study finds that content information has a positive effect on informational social impact on tourists in food tourism; self-expression has a positive effect on normative social impact on tourists in food tourism; social interaction has a positive association with both normative social impact and informational social impact. Both normative social impact and informational social impact have a positive effect on e-WOM for food tourism. Either normative social impact or informational social impact has a mediation effect between content information and e-WOM, and social interaction and e-WOM. Normative social impact has a positive mediation between self-expression and e-WOM (Yap, Soetarto & Sweeney, 2013), while informational social impact has a positive mediation between content entertainment and e-WOM. Therefore, digital content marketing can generate social impact, and this social impact can lead to e-WOM. The results are shown in Figure 1.

Implications for Theory and Practice

In this study, the theoretical significance is to establish an empirical model of "digital content marketing—social impact—e-WOM communication", especially the social impact theory as a mediating variable, which expands the theoretical research on digital content marketing and clarifies the important role of mobile social media content marketing. This study not only provides a theoretical basis for digital content marketing, but also provides literature support for social impact theory and stimulates research development of e-WOM. From the management and practical perspective, this research suggests tourism marketers should focus more on valuable content, subtly producing informative, entertaining and emotional content that has a social impact, thereby inspiring positive e-WOM (Nguyen & Romaniuk, 2014), and thus influencing travellers' food tourism decisions (Huang, 2012). This paper also suggests that marketers or managers engaged in the tourism or hospitality industry ought to pay attention to social interaction with the target audience, concentrate on the quality of information content, and achieve self-expression of the target audience (Hur et al., 2017).



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How helpful are online consumer reviews?

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Abstract:

The volume of consumer online reviews is growing exponentially and is likely to keep growing. Research evidence indicate that consumers are overwhelmed with the information overload. It is vital for brand-owners and marketers to identify factors that affect which reviews are perceived as helpful. This study applies qualitative comparative analysis (fs-QCA) to determine the success recipes, providing a combination of three causal variables that have the greatest effect on the perceived helpfulness of consumer reviews. In addition, this study finds empirical evidence for the significant role of three characteristics of the consumer reviews: (i) systematic (vs. heuristic) information processing; (ii) the native language of the reviewer English (vs. other language) speakers, and (iii) hotel location character, tourist (vs. business) area. The predictive and fit validity of the research findings and the success recipe is confirmed by machine learning (deep-learning), using a data set of over two million online hotel reviews.

Keywords: Online hotel reviews, Big data, fs-QCA.

Introduction and Research Aim

The amounts of information available on the Internet is enormous, resulting in selective information processing and overload. The information overload can cause wrong decisionmaking, inconvenience, confusion and stress to customers (Frías et al., 2008). The information overload may be reduced or negated, if consumers are aided to focus on useful information – this happens when other consumers have already rated posted comments as helpful. Most previous research reveals the relationship between the star ratings (i.e., sentiment of online reviews) and helpfulness vote (Forman, Ghose & Wiesenfeld, 2008; Mudambi & Schuff, 2010; Sen & Lerman, 2007; Purnawirawan, Pelsmacker & Dens, 2012; Willemsen et al., 2011, Li & Zhan, 2011). However, the star ratings may not have a greater impact on the helpfulness vote than other IVs (Liu & Park, 2015). Thus, it is vital to identify factors that affect which reviews are perceived as helpful. To this end, this study considered more than two million of hotel reviews in booking.com.

The aim of this study is:

To determine the combination of variables (i.e., recipes) that have the greatest effect on the perceived helpfulness of the reviews.

We address three research questions in line with this aim:

- RQ1: What is the impact of narrative reviews' difference (i.e., the systematic vs. heuristic information processing) on the perceived helpfulness of the reviews?
- **RQ2**: What is the impact of the native language of the reviewer (i.e., English (vs. other language speakers) on the perceived helpfulness of the reviews?
- **RQ3**: What is the impact of the hotel's location and city (i.e., tourist vs. business area) on the perceived helpfulness of the reviews?

Background and/or Conceptual Model

Prior research reports that argument quality has a positive impact on information adoption and purchase intention (Park, Lee & Han, 2007). A significant measure of argument quality is the length of the comment (Kim, Maslowska & Malthouse, 2017). Another study (Liu & Park, 2015) reports that the elaborateness of the message can play an influential role in the message persuasion process. The length of online reviews positively affects purchase intention while enhancing the elaborateness of the reviews (Liu & Park, 2015). The length of online reviews correlates with reviewers' level of enthusiasm, which affects customer judgment (Purnawirawan, De-Pelsmacker & Dens, 2012). Thus, as the length of reviews increases and become more specific, consumers' motivation to process information increase. Hence, the following hypothesis is proposed:

H1. The length of online reviews has a positive relationship with the perceived helpfulness of the reviews.

Second, Prospect Theory (Tversky & Kahneman, 1992) explains loss aversion, which shows that decision-makers' perception of loss is much more significant and impactful on future decisions, than decision-makers' perception of the impact of same amount of profit. The stronger the loss aversion, the stronger the risk avoidance (Barkley-Levenson, Van-Leijenhorst & Galván, 2013). Therefore, consumers will rely more on hotel reviews written in the same language they speak, in order to avoid risks than English-speaking customers. Hence, the following hypothesis is proposed:

H2. Reviews of other language speakers will have greater impact on the perceived helpfulness of the reviews than reviews of English speakers.

Third, judging whether a hotel is a hedonic or utilitarian service, will depend on the consumer's purposes (i.e., relatively hedonic vs. utilitarian purpose, see Dhar & Wertenbroch, 2000) of using the hotel. It will therefore be influenced by the nature of the city the consumer visits. Hence, the following hypothesis is proposed:

H3. Reviews of hotels located in business areas will have greater impact on the "perceived helpfulness" of the review, than reviews of hotels located in tourist area.

Methodology

To investigate the proposed hypotheses, this study collected 2,036,260 reviews of 2,238 hotels in eight US major cities on Booking.com as of November 2018 via the web scraping software. To make the results of our analysis more robust, we followed the methodology of QCA and took advantage of recent applications of fs-QCA to determine the combination of variables (i.e., success recipes; configuration of conditions) that have the greatest effect on the "perceived helpfulness" of the reviews. In doing so, our study is novel in that it captures those moderating factors that are important not only in the statistical methods (i.e., negative binomial regression and logistic regression) but also confirmed by the latest machine learning method (i.e., deep-learning).

Results and/or Discussion and Contributions

First, a thorough and scientific application of fs-QCA analyses, resulted in the most parsimonious recipe of a combination of seven review comment variables: indicating a success recipe that combines the length of online reviews; English as the native language of the reviewer; and the city in which the hotels are located characterized as a tourist location (as opposed to business city) has the greatest impact on the perceived helpfulness of the reviews (Stated in Boolean Algebra: "Lcom_c * Eng_c * Tour_c < Helpful Reviews"; consistency=0.78, coverage=0.21).

Second, to formally test the impact of three causal variables on the perceived helpfulness of the review, negative binomial regression analyse was conducted, with success recipe. The results support H1 (i.e., the length of the reviews), H2 (i.e., the native language of the reviewer), and H3 (i.e., hotel's location and city) have a positive relationship with the perceived helpfulness of the reviews.

Third, the outcome of machine learning (by deep-learning by multi-layer perceptron) indicated that the accuracy of predicting receiving helpfulness was 71.5%. This accuracy was higher than the typical logistic regression (i.e., 68.4%), showing the power of deep-learning and the success recipe was confirmed by deep-learning.

Implications for Theory and Practice

This paper contributes to the existing literature in several ways. First, this paper empirically indicates the significant moderating role of three variables, as they pertain to the character/nature of the reviews. Second, this paper incorporated secondary data from Booking.com to validate key predictions. The study tested the rigour, predictive and fit validity of the success conditions, using big data and found the results to be very high (>71.5%) in predictive and fit validity. Finally, to our knowledge, this is the first comprehensive study that explores the effect size of the combination of variables (i.e., recipes) on the perceived helpfulness of online review comments, using quantitative analysis, qualitative comparative analysis, and machine learning analysis. The study will assist scholars and practitioners in the fields of brand reputation, consumer brand engagement and brand communities to evaluate and predict the value of consumer reviews.

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AR integrated offerings effect on customer experience

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Abstract:

In the rapidly changing digital environment companies must reinvent their traditional marketing models and invest in digitally relevant methods for advertising. A case study of the application IKEA Place was conducted consisting of three semi-structured interviews and two focus groups. This paper contributes to the research gap regarding AR technology's by exploring the customer journey aspects at length. The findings exposes issues with technology acceptance, and reveals that lack of ease of use prohibits the value creation and perceived usefulness in the minds of customers. The results also show that the main reasons for lack of ease of use is the relatively new and therefore not entirely user-friendly AR application as well as a resistance in changing shopping habits. One significant contribution made was the importance of including the customer in the development of AR programs.

Keywords: augmented reality, customer experience, technology acceptance

Introduction and Research Aim

With the advancements in technology changing the playing field today, companies must pay greater attention to shift and trends in digital marketing (DeMers, 2016). In order to maintain a competitive position in this rapidly changing digital environment, companies must reinvent their traditional marketing models and invest in digitally relevant methods for advertising (DeMers, 2016). Market forecasts for augmented reality (AR) and virtual reality (VR) are growing immensely worldwide (Statista, 2018). The market size is estimated to reach 215 billion dollars in 2021, which is a growth rate of 1207% from the year of 2018 (Statista, 2018). As with most new technologies and innovations that emerge, the research of AR is mostly focused on the actual technology and development while the knowledge about practice and utilization is limited (Liao, 2015; Liao, et al., 2014; O'Mahony, 2015; Scholz & Smith, 2015). There is therefore a theoretical gap and a need for research regarding how to utilize the deployment of AR technology in marketing strategies, including both the user perspective and the industry perspective (Liao et al., 2014). This paper contributes to the research gap by investigating how AR can be utilized in marketing strategies and its influence on customer experience, with focus on large companies within the retail industry.

Background and/or Conceptual Model

Parise et al. (2016) states that digital tools have the ability to fundamentally transform customer experience. Further on, marketers of today are dealing with the challenge of meeting needs for instant, personalized and efficient solutions in real time during customer's shopping experience. Digital tools, for example mobile AR applications, can be an enabler of immersive interaction between the customer and the company and therefore offer a solution for the immediacy challenge (Parise, et al., 2016). However, Foroudi et al. (2017) emphasize the lack of research examining how interactive technologies influence customer experience. AR has potential to change the shopping experience for customers as we know it (Chen, 2016) but yet, few examples are seen in the retail setting. One example of a company that integrates AR in their customer offerings is IKEA (Uzialko, 2017). The application "IKEA Place" enables the customer to browse through the product collection and with the application place digital products in the customers' own home. In this way, a complete visualization of how the pieces of furniture would look together is created where they are supposed to be placed after purchase.

Methodology

A case study on IKEA and the application IKEA Place was conducted consisting of three semi-structured interviews with IKEA's stakeholders (Area manager within home furnishing at IKEA, Customer Experience specialist at IKEA and Digital Lead at IKEA's innovation lab SPACE10) and two focus groups consisting of five people in each group. All respondents within the focus groups were part of IKEA's customer base. However, focus group 1 represent the early technology adopters with high cognitive innovativeness (CI) and focus group 2 represent the ordinary target group for IKEA Place with low CI. The participants of our focus groups are homogenous in regards of age and their chosen field of education. At the same time, heterogeneous in terms of gender and their previous experiences with AR

Results and/or Discussion and Contributions

Three out of five respondents in focus group 1 had an instant enthusiastic reaction to the AR application and expressed their fascination for the technology. The Digital Lead at Space 10 recognizes the initial "wow-experience" for people but state that the aim is to turn it into a seamless and integrated experience in the customer journey, and to provide people with increased confidence in making changes to their home. However, at the moment, the focus groups used the app mostly for the sake of the technology, and not for its value adding.

IKEA's customer experience specialist argues that: "Being present within AR, will become as important as being present on Internet today." Focus group 2 all agreed that the AR app is an addition that makes sense in the "do it yourself"- concept of IKEA, since it enables you to place virtual furniture of your choosing in the context of your own home. The Area Manager argues for the importance of focusing on IKEAs aim and states that the knowledge and customer value is the same – only the channel they use is different and that AR makes the experience simpler and more personalized. Focus group 1 all agree while in focus group 2, they all agree that the perceived ease of use is low and that the app does not live up to their expectations. The results show that the level of previous interaction with AR technology contribute to the difference in attitude preference. Consumers with high level of CI experience AR as easier to use and they are increasingly focused on secondary attributes such as aesthetics. On the other hand, focus group 2 with limited previous knowledge and experience with AR (low CI) largely focused on primary attributes such as ease of use. Lack of ease of use therefore prohibits the value creation and perceived usefulness of the AR application in the minds of customers with low CI. SPACE10 state that they listen to customer feedback in order to improve the AR experience. However, the findings indicate that it is only customers with high CI that are aware of IKEA's AR application. Their education and interest in AR is the main reason they have actively searched for AR applications and the lack of marketing has left customers with low CI, "regular" customers, unaware of its existence. This has led to a user base mainly consisting of customers with high CI, which could create problems if the feedback regarding the AR app are mostly acquired from those users since customers with high CI have other attribute preferences than low CI. Therefore, customer-based improvements may be focused on the wrong attributes and somewhat neglecting the needs of "regular" customers.

Implications for Theory and Practice

The findings exposes issues with technology acceptance of this relatively new technology, and reveals that lack of ease of use prohibits the value creation and perceived usefulness in the minds of customers. The results also show that the main reasons for lack of ease of use is the relatively new and therefore not entirely user-friendly AR application as well as a resistance in changing shopping habits. Another significant contribution made was the importance of including the customer in the development of AR programs. While O'Mahony's (2015) did include the customer's perspective within his research, he did not explore the customer journey aspects at length, which is one of the key contributions of this paper. It needs to be a shift in the customer mind-set, and we argue that the companies deploying AR are in a position to be part of the change through increased marketing efforts and guidance related to the technology usage. Furthermore, the dimension user experience was added to the model. If companies are successful in designing a positive user experience, the technology acceptance will benefit and companies will be better able to utilize the unique attributes of AR.

The results show that if companies aim to enhance the customer shopping experience by deploying an AR program then, quite naturally, there main goal needs to be optimizing the user experience. During the deployment process, companies should take into consideration three main dimensions for a successful AR implementation: *user experience, strategy coherence* and *utilizing unique attributes of AR*. When facing the decision whether or not to deploy AR, companies should make sure that the AR application will provide added

customer value and not be deployed only for the sake of the technology. Another observation we made during the focus group sessions was a request for a less fragmented experience, in order for the application to make more sense in the overall customer journey. The industry practitioners also emphasised the need for more integration regarding the AR application and IKEA's other channels.

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Virtual tipping motivation on live game streaming

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Abstract:

Media consumption is being drastically changed by the explosion of live streaming. Marketers have responded by introducing new business models involving virtual tipping (viewers of free live-stream content voluntarily tip the content producers). Our work goes beyond prior work that has focused mainly on viewing motivations to examine the inter-relationships between viewing and tipping motivations. We utilised an updated version of Eckhardt and Bengsston's (2010) naturalistic group interviews, to conduct an explorative study with young adult tippers in China. We found that a majority of tippers was simultaneously influenced by both viewing gratifications (e.g. enjoyment) and gift giving motivations (e.g. relational motivation), pointing to the utility of developing a hybrid gift-market exchange model. Our work has practical implications for both producers and marketers of live-streaming.

Keywords: Live game streaming, virtual tipping, motivation

Keeping up with health and lifestyle influencers

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Abstract:

The use of social media influencers (SMIs) to promote products has become an increasingly popular form of marketing communication. Young adults (18-24yrs) are actively engaging with food and health-related social media content, including via SMIs. Yet, very little is known about how SMIs are perceived, why and how they are considered to be more credible and authentic, as compared to health organisations and licensed healthcare professionals. This study explores how young adults perceive SMIs and nutrition professionals (NPs) by examining their communication strategies, source credibility, and authenticity. The goal of this research is to identify what makes SMIs successful, as well as identify why they are perceived as credible and authentic. A preliminary model is developed to explain how source credibility and authenticity are established on social media platforms, thus enabling NPs to use this framework as a guide to effectively communicate and engage with young adults on social media

Keywords: social media, influencers, healthy eating

Social transmission of negative brand-relevant content

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Abstract:

Understanding how to predict and manage the spread of negative brand-relevant content is a key concern for marketers. To contribute to this understanding, this research explored individuals' negative brand-relevant transmission via social media. A two-phase exploratory design involving an analysis of brand-relevant Facebook comments and a series of 13 in-depth interviews with social media users about their negative brand-relevant transmission was employed. Taken together, the findings demonstrated that negative transmission can occur in the absence of brand hate, particularly when it can be used as a covert method of self-enhancement for the transmitter via downward social comparisons. This research builds on the previous literature by establishing negative transmission as a form of anti-branding that is more strongly self- (rather than brand-) related than previously examined types. Managerial implications, including how brand generated controversy and consumer reinforcement can be used to manage negative transmission, are discussed.

Keywords: social media, word-of-mouth, brand hate

Online voter relationships: Initiators, drivers, and constituents

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Abstract:

The study explores the relationship that develops between voters and political entities on social media. Data was collected by conducting focus groups with young Australian voters. Uses and gratification theory was used to explore the motivations that stimulate young voters to follow political entities on social media. Secondly, the drivers of the resulting relationship were explained using the concept of the psychological contract. Lastly, the various online interactions that constitute this relationship were investigated using the concept of servicedominant orientation. The findings reveal that participants seek to satisfy social, informational, and entertainment gratifications when engaging with political entities. The results show that social media can facilitate developmental, relational, and empowered interactions. However, a lack of trust, unmet expectations, and an absence of personalised interactions are major challenges. From a managerial perspective, the study recommends humanising politicians through social and personal content, and the provision of resources to local council politicians.

Keywords: political marketing, social media, relationship marketing

Introduction and Research Aim

Two-thirds of social media users engage in political activities and more than a third follow elected officials or political candidates (Newman et al. 2017). Surprisingly, little is known about the nature of the relationship that starts to take form when voters follow PEs on social media. This study undertakes an exploration of this voter-PE relationship based on marketing frameworks that are relatively new to political marketing literature. The aim of this study is:

To understand the online relationship that develops between a political entity and voters because of the latter following the former on social media.

Three research questions were designed to achieve the aim of the study.

- **RQ1.** What are the motivations that drive voters to follow PEs on social media?
- **RQ2.** What are the factors that drive online relationships between voters and PEs?
- **RQ3.** What are the interactions that constitute this online relationship?

Conceptual Framework

Uses and Gratification Theory posits that users select media to fulfil their specific needs which leads to ultimate gratification (Katz et al., 1973). Numerous studies utilise UGT to understand the adoption of social media and the various activities on them (Sundar and Limperos, 2013). UGT is a robust framework to understand the gratifications that motivate voters to follow PEs on social media. The ensuing online voter-PE relationship is not a well-defined relationship. This makes the psychological contract a valid concept to explicate the relationship's drivers. Psychological contract is "an individual's belief in mutual obligations between that person and another party" (Rousseau and Tijoriwala, 1998, p.679). The psychological contract has been employed to understand online and offline buyer-seller relationships also (Pavlou and Gefen, 2005; Guo et al., 2017). Lastly, relationships comprise of interactions. Karpen et al. (2015) conceptualise the various dimensions of interactions that are pertinent to service providers. These are concerted, developmental, ethical, relational, empowered, and individuated interactions. Excelling in these interactions leads to a Service-Dominant Orientation.

Methodology

A qualitative approach was adopted to address the exploratory research questions in this study. This approach is appropriate for under-researched areas, which is the case in political marketing and emergent marketing paradigms (Ormrod et al., 2013; Sofaer, 1999).

Specifically, focus groups were conducted as they are ideal for in-depth exploration and are common in political marketing research (Lees-Marshment, 2014). Facilitation of the focus groups relied on prompts that were sourced and adapted from research instruments developed by Flanagin and Metzger (2001), Karpen et al. (2015), and Guo et al. (2017). Researchers conducted three focus groups comprising twenty-four participants who followed an Australian PE on social media. The sample was drawn from students enrolled in a first-year, undergraduate course at an Australian university. Thirteen males and eleven females constituted the sample. The age of the participants was between 18-26 years. The focus groups lasted seventy-five minutes on average. Following transcription, the data was transferred to NVivo for analysis. Deductive coding was used to capture the various themes.

Results and Discussion

Consistent with prior literature on social media activities, the research found various gratifications associated with following PEs. Informational, social, and entertainment were the predominant gratifications that voters sought to satisfy from this activity. To a lesser extent,

instrumental and self-discovery needs were also gratified. The study found that the gratification sought varied with PEs. For instance, political parties were followed for policyrelated information whereas the local council politicians were followed to stay in touch with the community. Similarly, certain politicians were more likely to be followed to satisfy entertainment needs. Since uses and gratifications are media, context, and activity specific, new gratifications emerge as various activities are examined (Sundar and Limperos 2013). This study found evidence that participants follow PEs because they perceived it to be the right thing and their civic obligation. This motivation has not been investigated previously.

Viewed from the perspective of the psychological contract, the findings underscore the importance of socio-emotional content. This was demonstrated by a unanimous demand for a more social and personal approach to social media. The findings indicate that the national politicians and parties were perceived to be driven by self-interest, and their activities on social media were characterised by distrust and manipulation. This points to a captive psychological contract. However, online relationships with local politicians and smaller political parties like Greens, Nationals, and One Nation were perceived to be driven by trust and mutual benefit, which are the characteristics of relational and transpersonal psychological contracts. Local politicians and smaller parties benefit from their community and values orientations respectively. The study highlights the perceived obligations of politicians. These include professionalism, honesty, leadership on issues, and a personal approach focusing on educating voters. The violation of these obligations did not result in followers unfollowing a PE which indicates that 'following' is a passive activity.

The results suggest that PEs do not adopt a service-dominant orientation on social media. The major PEs were unable to offer individuated interactions due to their limited perceived understanding of the youth and social media context. Similarly, their online interactions were seen to be lacking in ethical or honest behaviour. Further, the participants believed that PEs were not realising the potential of social media as they did not offer developmental or empowering interactions like business corporations which focus on educating customers and involving them in co-creational activities. As discussed earlier, the participants were eager for relational and social interactions like pictures of national politicians at the AFL game, family barbecues, or running errands. These interactions humanised politicians which made them relatable. Smaller parties and local politicians fared better at facilitating individuated, relational, ethical, and developmental interactions.

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Unveiling how consumers from different cultures engage with Facebook pages

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Abstract:

The aim of the current study is to go further in understanding how Hofstede's cultural dimensions can contribute to mirror differences between cultures in social media context. The data are extracted from 6750 posts from 225 different Facebook brand pages and 15 different countries. Thus, engagement metrics (e.g., the amount of likes, shares and comments, as well as funny likes) are analyzed through correlation analysis. Findings reveal that countries low in individualism and/or high in power distance share posts more than comment on them. Also, higher scores on individualism tend to be associated with the use of the funny emoticon responses. Finally, Hofstede's dimensions can still have powerful predictors in social media. The results of this study shed further light on the debate whether or not cultural differences are becoming more/less significant in the increased inter-connectiveness and globalization in the world.

Keywords: National cultures, Social Media Marketing, Engagement

Introduction and Research Aim

The aim of this study is to go further in understanding how Hofstede's cultural dimensions can contribute to mirror differences between cultures in social media context. We address the following research question: **RQ1:** Can consumers from different countries with different cultures express themselves in a similar way on social media? Such research question will enhance the main topic of the conference because consumers are continuously changing the way they express themselves on social media.

Background and/or Conceptual Model

Individualistic countries have low in-group relationships, when compared with collectivistic countries (Hofstede et al., 2010). These last countries rely more on WOM as a source of information (Goodrich & De Mooij, 2013). Citizens from low power distance are more focused on facts and impersonal sources (Goodrich & De Mooij, 2013) and so they exert greater effort in maintaining relationships, because these are not naturally part of their identity. Making a comment about a post is a way to maintain or build friendships with a particular person. Yet, collectivists feel that they are part of a natural group and thus may choose to share the entire post to their group of friends. Hence: H1- The amount of shares compared to comments (shares/comments ratio) is negatively related to individualism and positively related to power distance. Hofstede posits that countries high in uncertainty avoidance are more emotionally expressive than countries low in this dimension (Hofstede et al., 2010). In this vein, countries high in individualism become amazed and surprise more often (Matsumoto, Yoo, & Fontaine, 2008) and are more willing to express emotions (in particular negative) to companies (De Mooij & Hofstede, 2011). Therefore: H2- The total use of emoticon responses (emoticon responses/likes ratio) is positively related to individualism and uncertainty avoidance. According to De Mooij, countries that are high in uncertainty avoidance and power distance, and low in individualism will use drama, entertainment or metaphors more as advertising styles. Countries low in uncertainty avoidance and power distance, and high in individualism use humor more as an advertising style (De Mooij, 2004). On Facebook one can assign a 'funny emoticon' to a post that you find humorous. Therefore: H3- The use of the funny emoticon (funny/likes ratio) is negatively related with uncertainty avoidance and power distance, and positively related to individualism.

Methodology

In the current study, Facebook is the elected social media due to: (i) it is the most widely used and recognizable social media for following and engaging with a company, particularly in Europe, (ii) only few companies used in this study have an Instagram or Twitter profile for all countries, (iii) the engagement options on Facebook are higher than on Instagram or Twitter. On Facebook we can like (love, wow, funny, angry or sad), comment and share, which are more options than either of the other two platforms. Fifteen companies from different sectors are compared over 15 countries. Audi, BMW, Coca Cola, Disney, Dove, Fanta, Honda, Huawei, IKEA, L'Oréal, McDonald's, Nespresso, Nivea, Samsung and Toyota were compared in Austria, Denmark, Finland, France, Germany, Greece, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden, Switzerland and Turkey. The criteria for selecting the companies to be included are: (i) has to have a market share in each country based on Euromonitor country reports (Euromonitor, 2018), or be a part of the top 100 brands in the world (Independent, 2016); (ii) has to have a Facebook page for each country, (iii) has to have enough activity on the Facebook page. From each Facebook page, 30 posts are extracted starting at the same date for every page and working down until 30 posts are reached. Hence, total of 6750 posts are gathered. The only posts not included are situations wherein consumers can vote using the emoticon responses or when consumers can win something when they comment. These criteria allow to achieve good data quality. From each post, the following information is captured shares, comments, likes and the emoticon responses (funny). The countries employed in this study have different populations' sizes and certain brands may be more popular in one country compared to another. Thus, all the variables used in this study are ratios to be able to measure differences between the countries, that is, we (i) Start with the full sample of 6750 posts (30 posts from 225 brand pages), (ii) Sum up each variable (shares, comments, likes, funny) per brand page, (iii) Divide variables by each other, for example total shares of brand page divided by total comments, this creates a sample of 225 with ratios for each variable for each brand page, (iv) These ratios are then added up for each country, which creates the country scores on each ratio, and (v) The result is a distilled sample of 15 with the country ratios for each variable.

Results and/or Discussion and Contributions

Significant correlations are found with individualism, power distance and uncertainty avoidance. The shares/comments ratio is negatively correlated with individualist r=-.400 (p<.001) but positively correlated with power distance (r=.315, p<.001) thus supporting H1. H2 is rejected, hence, none of the dimensions are significantly correlated to the emotion responses/likes ratio. H3 was partially supported since significant correlations are found with individualism (r=.168, p<.05) and uncertainty avoidance (r=-142, p>.05), but not with power distance. When arguing the findings, we may claim that cultural dimensions still could be used to predict some behaviors on this medium. For instance, social media can be used for predicting whether a country has more of a propensity to share a post than comment on it. Collectivists view themselves to be part of a group so sharing something to their entire group of Facebook friends is preferable to commenting one or more people specifically. By contrast, individualists are not organically part of a group and thus feel more the need to build and maintain friendships online (De Mooij & Hofstede, 2010). Indeed, high power distance is related to people using social media and WOM to form an opinion (Goodrich & De Mooij, 2013), so sharing something is facilitating this process by providing new information to the group of friends and simultaneously getting feedback from them on the shared post. Another reason that people from low power distance countries comment more, could be that the company is not regarded as an entity that is above them, but rather as an equal. The use of the funny emotion is positively related to individualism, and negatively related to uncertainty avoidance, because these countries are expected to prefer the humorous advertising style (De Mooij, 2004). Power distance is an insignificant predictor (Matsumoto et al., 2008).

Implications for Theory and Practice

Viral marketing campaigns might work better in countries high in power distance and low in individualism, whereas posts inviting people to comment on their friends posts are more suited for the opposite countries. The main difference that is found in emotion responses is that the funny emoticon response is positively related to individualism and negatively to uncertainty avoidance. This study shows that differences between cultures still exist, even on a new platform such as social media which is assumed to converge cultures. As for practice, when a post gets shared it takes a more prominent place on the timeline of the friends of the person who shared the post. Indeed, it is displayed on the profile of the person who shared it. Viral marketing campaigns which work best when content is continuously shared to an expanding group of people might work better in collectivistic countries and countries high in power distance. Asking people to comment on their friends posts might be more effective in the opposite countries. It is useful for managers to be aware of what emotion responses are used more in which culture, because it allows them to cater to these sentiments more effectively. For example, humorous posts might be more in line with what consumers are expecting in countries high in individualism and low in uncertainty avoidance.

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Celebrity endorsement and parasocial relationships on social media

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Abstract:

In this research we investigate the impact of celebrity product endorsement on Instagram and its effects on consumers' purchase likelihood. Across two studies we examine how consumers react to traditional celebrity compared to non-traditional (i.e. Social media influencers) celebrities depending on consumers' perception of their parasocial relationship towards the celebrity. We propose a moderated mediation model with parasocial relationship as moderator and 'match' as well as credibility as mediator. Consistent with our conceptual framework, we find that a strong parasocial relationship is paramount for non-traditional celebrities, yet less critical for traditional celebrities (in terms of moving consumers to purchase). Further, a weak parasocial relationship with non-traditional celebrities can be detrimental, but is less critical for traditional celebrities. We find that this effect is mediated by the perceived 'match' and celebrity credibility. Implications for brand managers utilising celebrities for product endorsement are discussed.

Keywords: celebrity endorsement, social media, parasocial relationships.

Introduction and Research Aim

Despite the widespread use of Instagram by celebrities there is a lack of academic research on the credibility of different types of celebrities on this and other social media platforms (Spry et al., 2011; Jin & Phua, 2014). As companies are increasingly using Instagram for their product placements, it is unclear whether and under what conditions a traditional celebrity (actor, musician, athlete, media persona) or a non-traditional celebrity (social media influencer) would be beneficial for endorsement (Djaforova & Rushworth, 2016). Research has indicated that parasocial relationships (coined by Horton and Wohl (1956) we define parasocial relationships as the perceived close relationships between a media persona and individual, whereby the individual can identify with and feel a deep connection and friendship with that person) with celebrities on social media may be an important condition (Chung & Cho, 2017; Labrecque, 2014). However, more research is required to understand the effects of parasocial relationships, particularly with different types of celebrities (traditional versus non-traditional). Furthermore parasocial relationships have been studied widely in mass communication and media studies, very few have studied the effects of parasocial relationships on social media celebrity endorsement (Chung & Cho, 2017), a gap this research aims to fill.

The aim of this study is: To investigate the effects of parasocial relationships on purchase likelihood including the role of celebrity type as moderator and celebrities' credibility and perceive match as mediator; on the social media platform, Instagram. We address two research questions in line with this aim: **RQ1:** How, and under what conditions (i.e. parasocial relationship), are celebrities (traditional and non-traditional) encouraging consumer to purchase an endorsed product? **RQ2:** What is the underlying mechanism for interaction between celebrity type and parasocial relationship on purchase likelihood?

Background and/or Conceptual Model

We predicted a moderated mediation model (Figure 1): When exposed to a non-traditional celebrity (in comparison to a traditional celebrity), a high level of parasocial relationship matches consumer's expectations on how a non-traditional celebrity should be (as social media influencer are perceived as more relevant, authentic, accessible and relatable (Djafarova & Rushworth, 2017; Nouri, 2018); this evokes credibility of the celebrity which in turn increases purchase likelihood. In the case of low perceived parasocial relationship consumers perceive a mismatch, which decreases credibility, which in turn decreases purchase likelihood.

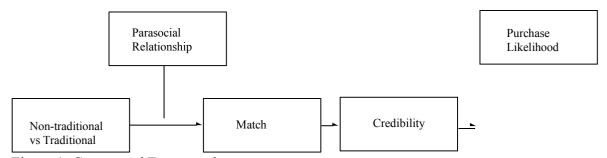


Figure 1: Conceptual Framework

Methodology

To test our conceptual framework we implemented two online experiments. In the first study (N=132, female only) we manipulated celebrity type, by asking participants to imagine their favourite traditional versus non-traditional celebrity is endorsing a moisturiser on Instagram. We measured our moderator parasocial relationship using a 10 item scale (7 point scale adapted from Rubin, Perse & Powell (1985); Escalas & Bettman (2017)). In study 1 we tested our framework across two brands (Yves Saint Laurent and Garnier; between subjects). In our

second study (N=191, 58 % females) we used a scenario based approach. We asked respondents to either imagine a traditional vs non-traditional celebrity is endorsing a fictitious orange juice. We described the celebrity as being either very open or responsive with their followers (high parasocial relationship) versus not open and not responsive with their followers (low parasocial relationship). After being exposed to the stimulus material, participants in both studies indicated their purchase likelihood on a 7 point scale (1 = extremely unlikely; 7 = extremely likely). Next we measured credibility using a 10 item scale (7 point scale) from Ohanian (1990). In study 2 we additionally asked participants how well the description of the celebrity (traditional vs non-traditional) matched the characteristics of a typical (traditional vs social media celebrity)

Results and/or Discussion and Contributions

Given the continuous nature of parasocial relationships, in experiment 1 we conducted a regression analysis with purchase likelihood as the dependent variable, and the interaction of celebrity type (0 = Instagram, 1 = Traditional celebrity) and parasocial relationship as independent variables. In support of our framework (figure 1), we found a significant interaction of parasocial relationship \times celebrity type on purchase likelihood (b = .448, t(131) = 1.973, p = .05), with a higher purchase likelihood for products endorsed by Instagram celebrities with a high parasocial relationship compared to a low parasocial relationship. A bootstrap based analysis (Model 7, Preacher & Hayes 2008) further revealed a significant indirect interaction effect of celebrity type and parasocial relationship on purchase likelihood that was mediated by credibility (95% CI = -.4243 to -.0205), as the confidence interval (CI) did not include zero. Considering the mediating effect, we found no main effect of celebrity type on purchase likelihood (95%CI = -.4369 to .8375). In experiment 2 a bootstrap based analysis (Model 83, Preacher & Hayes 2008) with celebrity type as IV, parasocial relationship as moderator, 'match' and credibility as mediator and purchase likelihood as dependent variable support our theoretical framework. The analysis revealed a significant indirect interaction effect of celebrity type and parasocial relationship on purchase likelihood that was mediated by match (between celebrity type and parasocial relationship) and credibility (95% CI = 1429 to .7125), as the confidence interval (CI) did not include zero. Considering the mediating effect, we found no main effect of celebrity type on purchase likelihood (95%CI = -.3599 to .4547).

With this research we contribute to the growing literature on celebrity endorsement and social media (DeVeirman, Cauerghe & Huddrs, 2017) by demonstrating that a strong perceived parasocial relationship has a higher purchase likelihood for products endorsed by nontraditional compared to traditional celebrities. Further, a weaker parasocial relationship leads to a higher purchase likelihood amongst traditional compared to non-traditional celebrities. The interaction between parasocial relationship and celebrity type is further mediated by a good 'match' and credibility of the celebrity.

Implications for Theory and Practice

Understanding what kind of celebrities are most successful under what conditions is of crucial importance for managers. This work demonstrates that creating a parasocial relationship is paramount for non-traditional celebrities but not as critical for traditional celebrities. Our findings have several practical implications. First, from the perspective of celebrities, nontraditional celebrities need to create and nurture their relationship with their followers to maintain their credibility. In contrast consumers do not expect the same from traditional celebrities, since their credibility is not dependent on their perceived parasocial relationship. From a managerial perspective, if a company choses a non-traditional celebrity they should consider how close the celebrity is to their followers.

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Co-creating authentic brands in a visual social media context

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Abstract:

This exploratory study uses Belk's (2013) self-identity concept to underpin interview research that extends current understanding of the way in which visual brand builds consumer perceptions of brand authenticity. We find that the four key phenomena of, re-embodiment, sharing, co-construction and story-telling are useful in explaining consumer perceptions of brand authenticity. We offer implications for practitioners.

Keywords: Self Identity, Social Media, Brand Authenticity.

Introduction

The emergence of visually based social media sites on which individuals share videos and photos for the purposes of self-presentation (Belk 2013) leads us to question the role of brands and brand authenticity in the construction of consumer self-identity projects.

Currently, little understanding exists of the mechanisms through which visual media becomes such a key element, or how these may be linked to developing Consumer Based Brand Authenticity (CBBA). This study, using Belk's (2013) extended self-identity as a basis, considers the role of visual imagery in building consumer perceptions of brand authenticity.

Background

The digital self-identity literature identifies four key phenomena for building the extended self; re-embodiment, the coming to life of an avatar existing in the digital landscape; sharing, the sharing of an autobiographical presentation of self, co-construction, through digital community members sharing with other members, and storytelling, acknowledged by Giddens (1991) as a means of constructing identity via one's ability to continue a particular narrative over time (Belk, 2013; Taylor, 2002; Zhao, 2005).

Shove (2007) suggests that photographic images facilitate intimate relations with the self through shared experiences and secrets, helping a person understand both their own self and the self of others. However, the nature of authentic self-presentation remains underresearched (Shove, 2007). Specifically within social media marketing the way in which brands use visuals to persuasively communicate with consumers in a personable, authentic manner remains poorly understood.

Within marketing, Consumer Based Brand Authenticity (CBBA) attempts to understand authenticity on the basis of consumer perceptions, taking into account the way an individual's realities inform their impressions of the brand (e.g. Beverland & Farrelly, 2010; Napoli et al., 2014; Peñaloza, 2000).

Research Question.

Combining the role of the extended self, visual media and consumer perceptions of brand authenticity (CBBA), we ask, within the context of visually based social media platforms, what is the role of brand authenticity in the construction of consumer self-identity projects?

Methodology

This exploratory study uses Instagram, the photographic and video sharing social networking site as the context for answering this question. Using a purposive sampling approach, eight participants aged between 18 and 26, recruited through both personal contacts and snowballing, and who were regular, at least daily, Instagram users were interviewed. The interview protocol used an in-depth semi-structured guide, accompanied by a photo elicitation technique. Photo-elicitation (Chalfen, 1998) uses photographs for the purpose of triggering memories and drawing out underlying values, beliefs, attitudes and meaning.

Because this research is specifically interested in the value of visual media in building CBBA, photo elicitation was deemed an essential aspect of the interview process.

Findings and Discussion

Our findings evoke the use of visual media as enabling firms to re-embody their brands as humanized avatars, showing the need for re-embodiment through brand anthropomorphism (Berry, 2000; Simmons, 2007). Brand avatars are found to have 'brand extended selves', lifestyle stories built to reflect congruency with consumers via a collection of visually depicted brand associations.

We make a contribution to knowledge about visual brand imagery on social media platforms by reaffirming Belk's (2013) notions of; re-embodiment through the use of personified avatars, sharing, through the use of brand images reflective of consumer lifestyle aspirations, co-construction through consumer brand engagement, and storytelling, through creating a narrative for consumer's own life story by using branded lifestyle imagery. Our findings reflect both social constructionism, as individual consumers interpret brand meaning based on the realities of their own worlds (Crotty, 1998) and congruence research, which suggests that consumers hunt for brands which reaffirm their self-schema (Kumar et al., 2006).

Implications

Theoretically, our research extends current understanding by suggesting that it is congruency between the brand avatar and consumer's lifestyle that engages Consumer Based Brand Authenticity (CBBA). CBBA appears co-created by firms and their consumers, directly through the creation of content (CGC) and indirectly through between aspects of a brand's photographic profile and a consumer's own self-identity project.

Brand managers can gain insight into the building of authentic brands on Instagram based on this research. Specifically, it is suggested that managers anthropomorphize and re-embody their brand as a virtual avatar to allow consumers to befriend, connect with, and follow the firm as they would one of their best friends. They can use Instagram to tell consumer congruent lifestyle stories by constructing content based on staged autobiographical memories and present content that is artistic, and fits with the culture of Instagram as a community. Finally, practitioners can recognise the value of using CGC to both make their brand relatable to consumers, and to generate electronic word of mouth.

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Beyond likes: Key drivers of viral videos

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Abstract:

Researchers have long been fascinated with what drives viral success: why some videos get shared more than others. Previous research typically focuses solely on the role of emotion in the spread of content. Yet these studies fail to explain why two people with the same emotional response to a viral video, would exhibit different online sharing behavior (one would share the video on their social networks, while the other would not). Using the Stimulus-Organism- Response theory, this study identifies which characteristics the stimulus (i.e. online video) should have, what the Organism's (i.e. viewer's) reaction to the video/stimulus is, and then ultimately what the Response to the stimulus is (i.e. sharing the content not only with online social networks but also via word-of-mouth). Using three separate empirical studies, the study presents a model of the "Viral Video Sharing Process" that illustrates the drivers involved in the exponential sharing of online video content.

Keywords: Viral Marketing; Video Sharing; Digital Marketing

Viral videos are ubiquitous: Videos get shared on social media platforms daily to inform and entertain millions of viewers. Yet some videos are more successful than others. Researchers have long been fascinated with what drives viral success, or more simply, why some videos get shared more than others. The concept of viral marketing has been around for over 20 years (Kaplan & Haenlein, 2011), with much of the research focused on the spread of electronic word-of-mouth in the form of email (Huang, Lin, & Lin, 2009; Phelps, Lewis, Mobilio, Perry, & Raman, 2004) and consumer reviews (Hennig-Thurau, Gwinner, Walsh, & Gremler, 2004; Hennig-Thurau & Walsh, 2003). However, with the advent of social media, research has shifted to focusing on multimedia like online videos (Amer, 2012; Guadagno, Rempala, Murphy, & Okdie, 2013; Henke, 2012; J. Huang, Chen, & Wang, 2012; Izawa, 2010; Lagger, Lux, & Marques, 2017; West, n.d.). Indeed, it is predicted that by 2020, 82% of global internet consumption will be video content; around 37 exabytes per month including YouTube, BuzzFeed Video and VoD services like Netflix and Hulu (Cisco, 2019).

Through multiple studies, this paper proposes a model of the viral marketing process, with a particular focus on video sharing. Using the Stimulus-Organism-Response approach, the study identifies which characteristics the stimulus (i.e. online video) should have, what the Organism's (i.e. viewer's) reaction to the video/stimulus is, and then ultimately what the Response to the stimulus is (i.e. sharing the content not only with online social networks but also via word-of- mouth). The following studies were used to identify these drivers of viral success:

- 1. First, 39 young adults were interviewed regarding their response to two consumer- generated viral videos.
- 2. To control for the influence that brand association, gender and age could have, 20 participants were shown branded viral videos and subsequently interviewed. Quota sampling was used to get an even gender and age split among respondents.
- 3. Next, an aggregator website (Reddit.com) was trawled for 35 days, and 2140 data entries (1029 unique posts) were analyzed. The data that was analysed focused on the top 10 Reddit posts at the beginning and end of each day.

These studies were used to develop the model presented in Figure 1 below, and the following study was subsequently used to test the model.

4. A single cross-sectional online survey was used as an exploratory test of the proposed model. A sample of 205 respondents was realized (n=205). Data was analyzed using Partial Least Square Structural Equation Modelling (PLS-SEM), in particular, SmartPLS (Ringle, Wende, & Becker, n.d.) was used.

Figure 1 proposed the viral video sharing process. Not only the *viral content* itself provides the stimulus, but also the *popularity* (both online and offline) of the content provides a stimulus to the consumer.

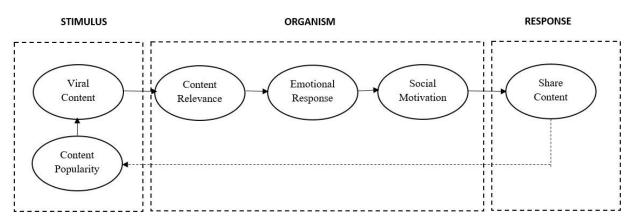
The "Organism" in the viral marketing context is the person / consumer watching the viral video. This person has an *emotional and social response* to the content, depending on its *relevance*. In line with previous research (Berger & Milkman, 2011), there appears to be a direct relationship between content and emotion, but this relationship is mediated by the

¹ Viral videos refer to videos that spread exponentially online, through social media channels.

² Viral marketing refers to "electronic word-of-mouth (eWOM) whereby some form of marketing message related to a company, brand or product is transmitted in an exponentially growing way – often through the use of social media" (Kaplan & Heanlein, 2011).

relevance of the content (Botha & Reyneke, 2013). Study one also showed that before an emotional response leads to the online sharing of content, some social considerations are made. The relationship between the emotional response to online content, and its ultimate sharing, is therefore mediated by these social motivations for sharing online content. Finally, consumers not only shared their content with their online social networks, but also with their friends and family by way of word-of- mouth. This in turn increased the popularity of the content, stimulating the viral process to start anew. The perpetuation of the viral process, in turn, leads to the exponential sharing that is characteristic of viral marketing.

Figure 1: Viral Video Sharing Process



In other words, while two different viewers may have a similar emotional response, they take certain social aspects into consideration in their decision whether or not to share viral content. The findings suggest that respondents' online reputation (or how they want to portray themselves) and building their online social networks were the greatest social motivators. Future research should focus on three key areas: 1) further empirical tests of the proposed model, and 2) better defining the social motivations of people who share viral content online. Finally, the interaction between online and offline word-of-mouth should be explored as most previous studies isolate either online WOM (eWOM), or interpersonal WOM in their research and do not look at the important cross-pollination that happens between the two.

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Critics, consumers, and conformity

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Abstract:

For decades, critics, professional judges on the merits of literary, artistic, or musical works, have been regarded as independent opinion leaders who influence the public opinion and market success of cultural products. However, the growing dominance of a market logic in cultural industries and the prevalence of consumers' opinions in the social media age alter this traditional landscape, leaving critics' independence and influence power open to question. Our research examines the influence of consumers' opinions on critics' opinions and their influences on product sales after controlling for the mutual influences between them. Results from a dataset of 644 U.S. movies show that critics' opinions are influenced by consumers' opinions; this effect increases with critics' experience and decreases with product appeal to popular taste. Despite lacking independence, critics' opinions still have a direct influence on product sales. In contrast, consumers' opinions only predict, but do not directly influence, product sales. We close by discussing the theoretical and practical implications of these findings.

Keywords: conformity theory, opinion leadership, communication

The potential influence from consumers to critics in cultural evaluation has been largely ignored in previous research, likely for two reasons. First, the independence of critics underpins their influence power in the marketplace. It is thus tacitly assumed in both scholarly work and industry practice (Bourdieu 1984; Cameron 1995; Debenedetti 2006; Shrum 1991). Second, critics possess a high level of aesthetic expertise and represent the elite taste in artistic works, whereas consumers represent the popular taste and evaluate cultural products in a naïve manner (Bourdieu 1984; Shrum 1996). Therefore, critics are supposed to influence, but not be influenced by, consumers.

The traditional influence process from critics to consumers, however, may be changing in the new social media age. Critics played an intermediary role in the exchange of cultural products between producers and consumers (Currid 2007; Hsu et al. 2012) and the fulfilment of this particular role depended on their ability to influence consumers' opinions (Debenedetti 2006). The Internet gives consumers unprecedented opportunities to share their consumption experiences with others and increasing numbers of consumers trust these communications over traditional media (Kanuri, Chen, and Sridhar 2018; You, Vadakkepatt and Joshi 2015). With the growing concern about cultural products' economic fate (Holbrook 1999; Oakes et al. 1998), critics have more of an incentive to provide opinions consistent with consumers' preferences. This incentive will translate into conforming behaviour more readily than before due to the prevalence of consumers' opinions on social media platforms. Given these environmental changes, critics' independence from consumers' influence becomes questionable and requires empirical assessment.

The aim of this study is:

To investigate the potential influence from other critics and consumers on critics' opinions in the social media age.

Five research questions are addressed in line with this aim:

RQ1: Are critics' opinions influenced by other critics' opinions?

RQ2: Are critics' opinions influenced by consumers' opinions?

RQ3: What role, if any, do the valence, volume, and variance of other critics' opinions and consumers' opinions have on critics' opinions?

RQ4: Do these influences vary between novice and experienced critics?

Background and/or Conceptual Model

Previous research suggests that in cultural industries, the institutional logic, which refers to the higher order belief systems that shape cognition and action of the actors in the market, influences critics' opinions by guiding how critics evaluate product quality (DiMaggio 1987; Glynn and Lounsbury 2005). The protracted dominance of the focus on products' aesthetic value has been threatened. In contrast, the market logic, which highlights a product's economic fate, becomes increasingly pervasive (Holbrook 1999; Oakes et al. 1998). In response to this institutional shift, critics become more open to consumers' preference and tend to incorporate them into their opinions. For example, Glynn and Lounsbury (2005) analyze the content of critics' reviews for Atlanta Symphony Orchestra performances and find that critics expand the scope of their reviews to include information on ticket sales and audience reactions. Our study builds upon and extends this line of work by proposing that critics not only change the topics in their reviews, but also change their evaluations to cater to consumers' preference.

Methodology

We use the movie industry as a particularly suitable context to address our research topic and

collected data on 516 movies released in the United States from February 2011 to December 2014 in 2015. The authors drew on several data sources to compile their dataset. Specifically, data on movies' box office revenue was collected from boxofficemojo.com. Data on movies' characteristics and consumers' reviews was collected from IMDB.com (Internet Movie Database). Data on critics' reviews was collected from Metacritic.com.

Our empirical analyses consist of two parts. In the first part, we evaluate model-free evidence for the influence of consumers' opinions on critics' opinions. In the second part, we use a Hierarchical linear model (HLM) to test the effect of consumers' opinions on critics' opinions and the moderating effects on a daily basis.

Results and/or Discussion and Contributions

Based on our dataset of 516 movies, we find support for our hypotheses on consumers' opinions influencing critics' opinions of cultural products. Specifically, we show that critics are not independent, at least for evaluations of movies; rather, their opinions are positively influenced by consumers' opinions. These findings suggest that critics are both opinion leaders and followers of consumers in cultural evaluation. We also show that the effect of consumers' opinions on critics' opinions increases with critics' experience and decreases with the product's appeal to popular taste. These results provide supporting evidence for our proposition that critics conform to consumers for commercial considerations, as a result of the increased pervasiveness of economic importance in cultural industries. When the product appeals to popular taste and thus has a large potential market, or when critics are novices struggling to establish their legitimacy rather than to fulfil their mediating role, critics will be less concerned about the product's market success, and therefore be less influenced by consumers when evaluating cultural products.

Implications for Theory and Practice

The present research contributes to marketing literature and practice in several ways. First, it provides initial evidence for the influence of consumers on critics in cultural evaluation, which extends our understanding of how critics form opinions in the social media age. Media managers, consumers, and public policy officials should incorporate this new finding into their perspectives and policies. Second, by revealing a bidirectional influence between critics and consumers, this research presents a new conceptualization of how communication flows between the media and the public in the diffusion process of new cultural products. Finally, this research is the first to examine the influences of critics' opinions and consumers' opinions on product sales after controlling for the mutual influences between them. Our findings demonstrate the different roles played by the two types of opinions with respect to product sales, which has important implications for firms in terms of how to promote new cultural products by managing critics' and consumers' opinions differently.

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AI purchase motivations: International and technological differences

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Abstract:

Artificial intelligence (AI) is expected to boost the value consumers receive from products. While many firms are developing AI products, it is unclear which types of value provided by AI products motivate consumers to purchase these products. This study develops hypotheses on the differences in consumer motivations to purchase AI products across technologies, consumers, and countries. Based on hierarchical linear modeling of 2,775 consumer evaluations of robotic vehicles, this study finds similar effects of utilitarian and hedonic value on AI purchase intent. Regarding technological differences, AI product autonomy strengthens the effect of utilitarian value and weakens the effect of hedonic value. Concerning international differences, cultural performance orientation strengthens the effect of utilitarian value. Regarding differences across consumers, an independent self-construal weakens the effect of hedonic value. Moreover, a consumer's inherent activeness weakens the effect of utilitarian value and strengthens the effect of hedonic value on AI purchase intent.

Keywords: Technology Adoption, Artificial Intelligence, Market Segmentation.

Artificial intelligence (AI) refers to intelligence demonstrated by machines, in contrast to the natural intelligence displayed by humans and other animals. It is defined as the study of intelligent agents that autonomously perceive their environment and take actions that seek to successfully achieve their objectives (Poole et al. 1998). Recent advances in sensor technology, communications technology, and deep learning have accelerated the pace of AI development. Consequently, many established technology firms are developing AI technologies and are planning to launch AI-powered consumer products such as robotic vehicles and social robots (Russell & Norvig 2009). In order to succeed, firms will have to convince consumers to adopt AI products. However, current theories of consumer adoption of technology (Kamolsook et al. 2019) lack the ability to explain consumer reactions to the unique, unprecedented benefits and drawbacks of AI products.

The aim of this study is:

To explain how consumer motives for adopting AI products vary across AI technologies, consumers, and countries.

Three research questions are addressed in line with this aim:

RQ1: What types of consumer value offered by AI products motivate a consumer's intent to purchase AI products?

RQ2: How do consumer motives for adopting AI products vary across consumers with different characteristics? That is, how can marketers tailor AI products to different consumer segments?

RQ3: How do consumer motives for adopting AI products vary across countries with different cultures? That is, how can marketers tailor AI products to different countries? **RQ4:** How do consumer motives for adopting AI products vary across different types of AI technology? That is, how can marketers enhance the success of different AI product types?

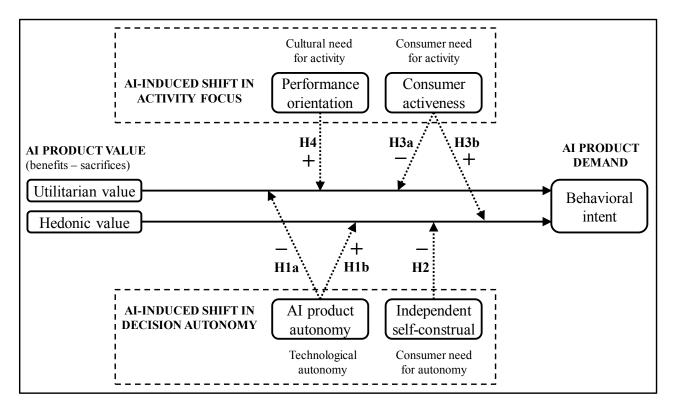
Background and/or Conceptual Model

Based on consumer behaviour theory (Voss et al. 2003), the conceptual model predicts AI purchase intent to result from types of consumer value (benefits minus sacrifices): utilitarian value (functional and economic goal achievement) and hedonic value (feelings and symbolic meaning).

Our theoretical approach focuses on the role of AI products inducing a shift in decision autonomy from the consumer to the AI product (e.g., a robotic vehicle's driving decisions) and another shift in the consumer's activity focus from low-level utilitarian tasks (e.g., driving a car) toward higher-level utilitarian tasks (e.g., working while driving a robotic vehicle) and hedonic tasks (e.g., watching a movie while driving). As a consequence of these two shifts, we predict how the relative importance of utilitarian and hedonic value in the purchasing decision varies across technology types (H1a/b), consumer types (H2, H3a/b), and country types (H4).

Method and Analysis

The hypotheses are tested with nested survey data on different technological scenarios of robotic vehicle add-on functionality for automobiles across five economically and culturally diverse countries: USA, China, Japan (leading three developed economies), Sri Lanka, and Bolivia (developing economies). These nested data are analysed by means of cross-classified



hierarchical linear modelling with 2775 consumer evaluations of AI product scenarios at level 1, 1338 consumers at level 2, and 5 countries of residence at level 3. The multi-item scales fulfil the criteria of convergent and discriminant validity (Fornell & Larcker 1981).

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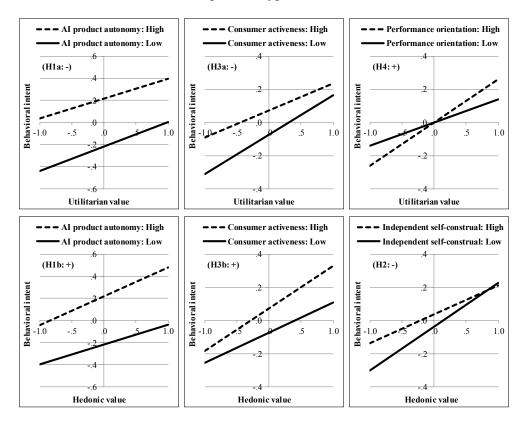
Results, Discussion and Contribution

We visualize the significant findings in the interaction plots below. They support all hypotheses. Regarding technological differences, AI product autonomy strengthens the effect of utilitarian value and weakens the effect of hedonic value. Regarding international differences, cultural performance orientation, which is a cultural dimension of the GLOBE (2004) framework, strengthens the effect of utilitarian value. Other cultural dimensions, population density, road density (CIA 2019), and economic development (IMF 2019) do not have any moderating effects. Regarding differences across consumers, an independent selfconstrual weakens the effect of hedonic value. The Big Five personality traits (Brown et al. 2002; Mehmetoglu 2012) do not moderate the effects of AI product value. A consumer's activeness weakens the effect of utilitarian value and strengthens the effect of hedonic value on AI purchase intent.

Implications for Theory and Practice

This research extends theories of technology adoption to explain both why consumers adopt AI products and how these motives differ by consumer, by country, and by AI technology type.

It informs AI firms on AI product aspects that stimulate AI product adoption for different consumers, countries, and AI product types.



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Consumers' perception of pricing models – a netnography

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Abstract:

Digitization enables providers to adapt their business and pricing models. Digital product providers go from selling one product including all features for a fixed fee to selling additional services or content around the core products for small amounts (add-on pricing). This allows consumers to individualize the products according to their actual needs. While some providers are quite successful with implementing new pricing models, others are facing severe consumer reactions. The present paper aims to explore the perception and acceptance of new pricing models such as add-on pricing using a netnographic analysis in the context of video games. The results show, that even though many consumer indicate a negative perception of these pricing models, consumers are also aware of the benefits. The study reveals the importance of emphasising the added value of the additional content, the continuous support and the advantage of only paying for actual usage.

Keywords: Netnography, Pricing Model Acceptance, Add-on Pricing

Content marketing: Australian and Singaporean bank brands

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Abstract:

This study contributes to the scarce literature on content marketing by examining the effectiveness of content marketing strategy by leading bank brands in Singapore and Australia. An analysis of the Facebook content marketing activity of ten selected banks took place over a three-month period, which resulted in 510 observations. Four metrics, notably likes, emoji, comments and shares, were used to measure customer engagement and the research methods consisted of descriptive and regression analyses. The data shows that Singaporean banks were more committed to Facebook marketing than Australian banks. The results also reveal an apparent contradiction between the type of content most frequently used by the banks, and the type of content that succeeded in generating customer engagement. For Singaporean banks, a greater focus on emotion and storytelling is required, and for Australian banks, a more informative approach to content marketing is likely to generate higher levels of engagement.

Keywords: content marketing, Facebook.

Content strategy is a core part of social media marketing (Chaffey & Chadwick, 2019; Dahl, 2018). Content marketing is "a strategic brand storytelling technique aimed at changing consumers' inactive behaviour through unobtrusive, engaging brand conversations in earned media". While there is general agreement that content marketing lies at the heart of digital marketing, there is very little scholarly research on the type of content that is most effective in achieving consumer engagement (Ashley & Tuten, 2014), particularly in the context of financial services. The consumer engagement can created consumers' loyalty, satisfaction, empowerment, connection, commitment and trust upon the brand (Brodie, Ilic, Juric & Hollebeek, 2013) and these factors are supporting as essential keys for building a perfect customer-brand relationship. So to recognize the brand engagement level, it can be defined as the level of consumer's cognitive, emotional and behavioural investment in a specific brand. Then, the positively-valency brand engagement and negatively-valency brand engagement depends on whether the favourable cognition, emotion and behaviours during brand-usage (D. Hollebeek & Chen, 2014).

Hence, the aim of this study is to examine the type of content that can assist brands in the financial services sector engage effectively with their audiences. The following research questions are posed:(1). What types of content are used by Singaporean and Australian banks to attract customers and are there any differences in their content marketing approaches?

(2). How effective is Facebook content marketing in the financial services sector?

Background and/or Conceptual Model

Social media enables organizations to have ongoing and real-time dialogue with existing and potential customers (Farshid et al., 2011; Laroche et al., 2012). Social media allows firms to shape conversations and influence consumers' brand perceptions (Farshid et al., 2011), thus enabling and empowering word-of-mouth (Luo & Zhang, 2013; Yu et al., 2013), and generate added sales (Kumar & Mirchandani, 2012). The social media, electronic word-of-mouth play the critical part in affecting on the social relationship through social capital, trust and interpersonal influence factors (Hsu, Township, Hong, & Tran 2013). However, creating a social media presence will not always result in perceptions of customer value (Culnan et al., 2010), and to engage consumers effectively, the role of content marketing has become increasingly important (Lee, 2018). Studies on the effectiveness of content marketing are difficult to find, although a comprehensive study by Lee, Hosanagar, & Nair (2018) found that emotional content has a positive impact on engagement, while informative content has a negative impact on user engagement. Persuasive content generally refers to content that appeals to emotions (Cialdini, 2001; Nan & Faber, 2004; Armstrong, 2010; Berger, 2012).

In this study, we focus on retail banking sector for a number of reasons. According to a report by the American Bankers Associations (2017), three out of four (76%) bank managers agree that social media is important to their banks. Prior studies posit that the core characteristics of products, for example, those with hedonistic versus functional attributes, have an impact on social media marketing strategies (Schulze, SchÖler, & Skiera, 2014) and require different approaches to ensure success. Banking services, tend to be complex and high involvement in nature and require more cognitive effort from consumers (Berger & Messerschmidt, 2009; Aldlaigan & Buttle, 2001). As a result, the perspectives of players in the financial services industry need to be explored along with the role of social media in the banks' relationship marketing strategies (Miljana & Alexandros, 2012).

Research method and sample

The study employed content analysis on the official Facebook content marketing activity of

leading banks in Australia and Singapore, i.e., DBS, OCBC, UOB, HSBC and Citibank in Singapore and Commonwealth bank, NAB, ANZ, Westpac and Bank of Queensland in Australia from 1st January to 31st March 2019, including all the posts and type of customer engagement (such as likes, emoji responses, comments and shares). In total, 541 posts were analysed. For each post, the post was classified into original and shared post. The same post was also classified into "only Text", "with Photo", "with Video" and "only Link". The content for each post was classified into 3 levels. The first level is categorized into persuasive content and informative content. The second one is identified six subcategories. For example, the informative message can be classified as product, incentive and information. Furthermore, the persuasive message were also be classified as philanthropy (banks' CSR campaigns), entertainment, small talks/tips and seasonal greetings. Lastly, the level-2 sub-categories were identified with thirteen level-3 sub-categories, i.e., product, campaign about community, campaign about employee, lucky draw, contest, share based benefits, basic financial information, educational information, system information, puzzles/games, emotional evoking stories, inspirational stories and seasonal greeting. The detailed classification is shown in Table 1. The effectiveness of customer engagement was measured using the number of likes, emoji and comments (positive, negative, neutral, trash, question and comment reply) received for each post and the number of shares for each post.

Table 1. Classification of Post Content.

Level 1 categories	Level 2 categories	Level 3 categories	Example			
Informative content	Product	Product information	10% discount on purchase by using DBS			
	Incentive	Lucky draw	Congratulation post for lucky winner			
		Contest Ask me anything with Selena Lin Contest				
		Share based benefits	win \$10 who get the highest number of likes by sharing the post of company			
	Information	Basic financial information	exchange rate, interest rate and stock price			
		System information	apology for Mobile banking inconvenience			
Persuasive content	Philanthropy: banks'		Homage, a social enterprise			
	CSR Campaign	Campaign about community	supported by DBS			
		Campaign about employee	Approach towards ensuring staff are ready for jobs of the future			
	Entertainment	Puzzles, games	Game: Find words			
		Emotional evoking Stories	Quote - Money can't buy happiness			
		Inspirational stories	A person talked about how the became successful and how the handle the difficulties to reach the higher level			
	Small talks / tips	Educational information (not How to avoid being scammed or T focusing on the company or for better financial habits the product itself)				
	Seasonal Greeting	Seasonal greeting	Happy new year			

Results, Discussion and Contributions

The main regression models, OLS and negative binomial regression models are used to test whether the content type, format and originality of the posts affect customers' engagement level. Results are reported in Tables 2 and 3.

Table 2. Do the content type, format and originality of the posts affect customers' engagement level?

	Overall Engagement		Likes		Emoji		Shares	
	Singapore	Australia	Singapore	Australia	Singapore	Australia	Singapore	Australia
Persuasive	0.464**	0.142	0.655***	0.371	0.623***	0.64+	0.77	-6.223
Content	(0.145)	(0.205)	(0.166)	(0.25)	(0.126)	(0.363)	(2.752)	(5.735)
Origin	-1.434***	0.569	-1.387***	0.773	-0.986***	0.527	-16.763**	6.151
	(0.338)	(0.559)	(0.322)	(0.653)	(0.132)	(0.997)	(5.945)	(10.91)
Photo	0.354	-0.685*	0.08	-0.207	0.339	-1.222*	10.901+	-9.181
	(0.431)	(0.309)	(0.469)	(0.321)	(0.275)	(0.524)	(5.753)	(9.401)
Video	-0.016	-0.521+	-0.381	-0.327	0.05	-1.076*	15.681**	8.061
	(0.422)	(0.311)	(0.455)	(0.345)	(0.266)	(0.538)	(5.779)	(8.976)
Link	-0.303	-1.484***	-0.425	-1.335***	-0.057	-2.625***	5.464	-12.297
	(0.428)	(0.294)	(0.46)	(0.318)	(0.265)	(0.495)	(5.7)	(8.82)
Constant	5.415***	5.09***	4.687***	3.438***	1.559***	2.171+	38.332***	50.414**
	(0.527)	(0.657)	(0.569)	(0.756)	(0.345)	(1.119)	(9.568)	(15.513)
R-squared	0.11	0.19	0.10	0.19	0.11	0.24	0.04	0.11
F	10.72***	5.85***	10.09***	4.72***	19.14***	7.12***	5.23***	
	(5,406)	(5,93)	(5,406)	(5,93)	(5,406)	(5,93)	(5,406)	2.67*(5,93)
N	412	99	412	99	412	99	412	99

Note:

- 1. *** p < 0.001; ** p < 0.01; * p < 0.05; + p < 0.1
- 2. OLS regression with robust standard errors was employed to address the concern of Heteroskedasticity.

Table 3. Do the content type, format and originality of the posts affect customers' engagement level?

	Comment		Positive comments		Negative comments		Questions	
	Singapore	Australia	Singapore	Australia	Singapore	Australia	Singapore	Australia
Persuasive	-0.757*	0.443	-0.929*	0.786	-1.289**	0.533	-0.595*	0.883+
Content	(0.302)	(0.294)	(0.472)	(0.519)	(0.388)	(0.476)	(0.247)	(0.474)
Origin	-1.07*	1.029	-3.762***	1.936*	-2.405*	1.652*	-0.353	-1.206
	(0.43)	(0.625)	(0.904)	(0.926)	(0.954)	(0.755)	(0.547)	(0.763)
Photo	0.629	-2.023***	1.891**	-1.637*	-0.461	-3.103***	0.006	-2.251**
	(0.428)	(0.424)	(0.725)	(0.684)	(0.768)	(0.674)	(0.37)	(0.69)
Video	0.758+	-1.627***	2.123**	-0.983	0.45	-2.827***	0.419	-1.044
	(0.431)	(0.462)	(0.716)	(0.621)	(0.709)	(0.729)	(0.368)	(0.846)
Link	0.199	-2.552***	0.26	-2.5**	0.206	-3.129***	-0.027	-2.109**
	(0.434)	(0.428)	(0.569)	(0.868)	(0.792)	(0.636)	(0.396)	(0.638)
Constant	4.255***	3.828***	4.993***	0.412	3.597**	2.004*	0.887	2.318*
	(0.726)	(0.632)	(1.38)	(1.012)	(1.372)	(0.846)	(0.713)	(1.049)
Wald Chi2	14.71*	39.84***	32.51***	12.20*	20.38**	34.82***	8.99	17.30**
	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
N	412	99	412	99	412	99	412	99

Note:

- 1. *** p < 0.001; ** p<0.01; * p<0.05; + p<0.1
- 2. Negative bionomial regression was employed as the dependent variable, i.e., number of comments are count variables with an over-dispersion.

Our research reveals the following findings:

Table 2 shows that in Singapore, persuasive content seems to lead to more customer engagement in the form of likes and emoji responses than informative content. However, informative content contributes more customer engagement in the form of giving comments and asking questions. The two types of contents do not show significant difference in leading customers to share posts as shown in the Table 3. While in Australia, there is no significant difference in engaging customers in any forms between persuasive content and informative content, except that persuasive content seems to lead to more customer engagement in the forms of replying with emoji and raising questions than informative content; however, the difference is significant at the marginal level.

For Singapore banks, the top three engaging content subcategories are emotional evoking stories, seasonal greetings and employee-focused campaigns. Yet the three most used subcategories of content are product information, campaigns using employees and system information. While in five Australia Banks, the most engaging content includes inspirational stories, puzzles/games and lucky draw. Yet they generated more posts that were community-oriented, product related and focused on puzzle games.

Implications for Theory and Practice

Although prior studies offer evidence that persuasive content is more effective in engaging customers than informative content (Lee et al, 2018), our results suggest that persuasive content leads to more lower levels of customer engagement in the form of likes and emoji responses, while informative content leads to higher levels of customer engagement in terms of giving comments and raising questions. Such results are particularly strong in the Singaporean sample. This result could be attributed to the special feature of the retail banking industry, in which utility concern, functional value (Woodruff, 1997; DeRuyter et al., 1997 and 1998; Sweeney & Soutar, 2001; Sanchez et al., 2006) and rationality dominate the decision-making process. Consumers, to make informed decisions when purchasing banking services, demand more information to be shared via the social media platform.

We also find differences between Singapore and Australia. Banks in Singapore focus on information and are more active in producing a variety of content consistently than their Australian counterparts, whereas banks in Australia focus on persuasive content, due to the belief perhaps that posting too frequently may devalue the consumers' perceived value of some content (Lee et al., 2018). Lastly, the banks are under-utilising some of the effective contents. For example, our findings suggest that in Singapore, customers seem to be more responsive to stories evoking emotion, yet banks in Singapore produce very few of such posts. Australian banks under-utilise inspirational stories and lucky draws although such content appears to engage customers very well.

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Impact of privacy concerns on resistance to smart services

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Abstract:

The aim of this study is to provide a better understanding of the factors that explain consumer resistance to smart services from a privacy perspective. To this end, an exploratory qualitative study and a quantitative study were carried out. A panel of French consumers answered an online questionnaire regarding smart services in the banking sector. Structural equation modeling was used to test the conceptual model. The findings show that information privacy, the unauthorized secondary use of personal information and perceived intrusion have an impact on consumer resistance to smart services. Moreover, our research highlights the major role of the "Big Brother effect" as an antecedent to these various privacy concerns.

Keywords: Internet Of Things, privacy concerns, consumer resistance.

The Internet of Things (IoT) is defined as the next stage of the internet incorporating "billions of devices that are able to communicate with consumers and other systems, services, and devices through the Internet" (Novak & Hoffman, 2018, p. 216). These smart technologies are revolutionizing consumers' lives: smart cities, smart homes, smart retailing, smart banking, smart grids, etc. The aim of this study is to provide a better understanding of the factors that explain consumer resistance to smart services from a privacy perspective. Despite the expanding literature on resistance to smart technologies, no research, to our knowledge, has proposed studying resistance to smart services from a privacy perspective. Recent studies have analyzed the impact of privacy concerns on adoption (Marakhimov & Joo, 2017) and continued use intention (Hsu & Lin, 2016) of smart services/devices. However, it is important to examine privacy concerns from a resistance perspective. Indeed, these barriers can create uncertainty and the rejection of innovations (Hazée et al., 2017).

Furthermore, the IoT is viewed as the third digital revolution, after the mobile internet and internet web pages (Novak & Hoffman, 2018). These technologies (1) favor the development of ubiquitous, autonomous and intelligent services and products, and (2) create major issues related to the management and protection of large amounts of information (big data). In this context, the "vision of a pervasive and omnipresent technology has spurred considerable controversy due to privacy concerns and fears of an Orwellian surveillance society" Slettemeås (2009, p. 219). "Big Data is watching YOU" (Lichy et al., 2017), "Big Brother imagery" (Xu et al., 2009), "Big Brother Syndrome" (Minerva, 2016), "Big other" (Zuboff, 2015)... all of which are expressions currently used to refer to an Orwellian world in which people are under surveillance and subject to control. However, to our knowledge, there have been no empirical studies examining the impact of this variable in the context of negative consumer reactions to innovations. Accordingly, we propose studying the "Big Brother effect" (BBE) as one of the components of consumers' privacy concerns to explain consumer resistance to smart services. To fill these theoretical gaps, we address the following research questions: **RQ1-** What is the impact of privacy concerns on consumer resistance to smart services? **RQ2-** To what extent does the BBE have an impact on these concerns and on consumer resistance to smart services?

Background and/or Conceptual Model

In the marketing and innovation literature, the conceptualization of consumer resistance varies considerably from study to study. In line with Heidenreich and Spieth (2013), consumer resistance in our research can be defined as an individual negative reaction toward a new product/service. In the service marketing literature, resistance to innovation is generally studied within the theoretical model of resistance to innovation proposed by Ram and Sheth (1989) as the outcome of five barriers (Laukkanen 2016; Hazée et al. 2017). Thus, the consumer may be hesitant to use a new service due to its complexity (i.e. usage barrier), economic performance (i.e. value barrier) and the risk involved (i.e. risk barrier). In addition, other barriers arise when the new service or product upsets the consumer's entrenched beliefs (i.e. image barrier and tradition barrier). In line with this resistance paradigm, an emerging research perspective focuses on consumers' negative reactions to smart services (e.g. Balta-Ozkan et al. 2013; Hong et al. 2017; Park & Koh, 2017). These studies generally examine the barriers that drive consumers to express resistance to smart services. In these cases, the authors argue that smart services as an innovation lead to changes in consumer habits, beliefs, and a satisfactory status quo (Mani & Chouk 2018). Despite the contributions of past studies in understanding the factors of resistance to smart services, no research has focused on various privacy concerns or has empirically examined the impact of Big Brother concerns. However, several authors stress the importance of these concerns in view of the proliferation of new technologies (e.g.

Slettemeås, 2009), including the IoT. Hence, in this research, we propose to study the impact of various privacy concerns on consumer resistance to a smart service: perceived intrusion, the importance of information privacy, the unauthorized secondary use of personal information, and the fear of a Big Brother effect as privacy concerns. Drawing on the theory of resistance to innovation (Ram and Sheth, 1989), we consider these concerns as barriers that positively impact consumer resistance to smart services.

Methodology

Panel members of a French research company, representative for the French population in terms of gender and age, were asked to fill out an online questionnaire regarding smart services in the banking sector. Indeed, smart banking service is an area with a high potential for development (MarketandMarket, 2017). For the data analysis, 653 completed questionnaires were used. After watching the video, participants were asked to answer several sets of questions on several themes: their perception of the smart bank service, their perception of IoT devices in general, their personality, and their socio-demographic characteristics.

Results and Contributions

To test our theoretical model, a structural equation modelling (AMOS) was used (Figure 2). The fit indices for the model suggest a good overall model fit (Hair et al., 2006): $\chi 2 = 483.39$, df = 112, comparative fit index (CFI) = 0.97, Tucker-Lewis index (TLI) = 0.96, incremental fit index (IFI) = 0.97 and root mean square area of approximation (RMSEA) = 0.07. The results indicate that information privacy has a significant positive impact on consumer resistance to smart services ($\beta = 0.13$, CR = 2.19, p =0.03). Hypothesis H1 is therefore confirmed. Hypothesis H2 is supported since the effect of perceived intrusion on consumer resistance to smart services is significant ($\beta = 0.28$, CR = 5.32, p < .001). Moreover, unauthorized secondary use of personnel information has a positive significant effect on consumer resistance to smart services (β=0.30, CR=4.19, p <.001). This result supports H3. Hypothesis H4 is supported since the effect of the BBE on information privacy is statistically significant (β=0.61, CR =16.95, p < .001). The BBE has a significant positive impact on perceived intrusion (β =0.55, CR=13.50, p <.001) and on unauthorized secondary use of personnel information (β =0.81, CR=23.98, p <.001). Our results confirm hence H5 and H6. Finally, the impact of the BBE on consumer resistance is not significant, H7 is then not supported (p > .05).

The contribution of this paper is twofold. First, our study is, to our knowledge, the first to look at resistance to innovation from the standpoint of privacy. Second, our paper proposes a definition of the concept of the Big Brother effect and provides an empirical evidence of its impact on consumer privacy concerns: information privacy, the unauthorized secondary use of personal information and perceived intrusion.

Implications for Practice

Firstly, we propose a strategy based on promoting the company's ethical values, which may involve greater transparency in the management of consumers' personal data. Consumers must be able to understand clearly how their data is managed, stored and protected. Moreover, companies could acquire "privacy protection" labels in partnership with independent organizations. Secondly, engineering schools, universities and business schools have a role to play for better privacy protection. It would be interesting, for example, to run more courses related to ethics in students' educational programs. Fibally companies need to develop a relational strategy to address concerns related to the Big Brother effect. The aim is to provide answers to the various consumer questions related to the data collected by the IoT, artificial intelligence, mobile apps, and so on. In this respect, companies should strengthen their online presence management so as to interact with customers on social networks, for example.

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When is mobile social media advertising effective on sales? The moderating role of store age

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Abstract:

Mobile social media advertising, such as Local Moments Promotional Advertising (LMPA) on WeChat and Facebook Messenger, becomes an emerging advertising tool. However, the effectiveness of LMPA on firms' offline and mobile sales as well as its boundary conditions (e.g., store age) are largely untapped. The authors analyze daily (over 1,000 days) sales data from a fast-food chain in China, which launched LMPA campaigns in three stores. Using an interrupted time-series analysis with panel data, we reveal that LMPA increases offline sales (in-store consumption), rather than mobile sales (order through mobile apps), when launching LMPA. We further identified that LMPA effects are stronger for newer stores on offline sales. Our findings have important implications for managers in deciding their mobile advertising spending, and provide answers to which stores are likely to achieve the best sales effectiveness through LMPA.

Keywords: Mobile Social Media Advertising, Local Moments Promotional Advertising, Store Age

Mobile phones are on pace becoming a leading advertising channel. Worldwide spending in mobile advertising was accounted for 67.3% of digital advertising (\$183.56 billion) and for 29.2% of total advertising (\$628.63 billion) in 2018 (eMarketer 2018). The rise of mobile advertising is largely because of social media (eMarketer 2017), which reached \$36 billion globally in 2017 (Cohen 2017). A new form of mobile social media advertising, called Local Moments Promotional Advertising (LMPA), was launched by WeChat in 2016 and Facebook Messenger in 2017. For example, placing LMPA on WeChat in China comes with a minimum cost of RMB300 (US\$45.16) per day (eMarketer 2017b). LMPA enables spatiotemporaltargeting (usually within 3 kilometers of stores) and is often displayed in a customer's WeChat moments or Facebook Messenger Home, the fifth from top. A typical LMPA consists of profile images and titles of advertisers, promotional messages, ad images, hyperlinks, and engagement ("like" or "comment"). Customers could click "view details" to go to the set URL. While LMPA has successfully attracted a great number of Chinese SMEs, little is known about the effectiveness of LMPA, as tracking outcomes of mobile social media advertising is difficult. Current research on the effectiveness of mobile social media advertising still lags far behind the rapidly evolving WeChat and Facebook advertising practice (Bruce, Murthi & Rao 2017). Specifically, managers remain a need to know whether LMPA will increase sales and the boundary conditions of the impact of LMPA. We thus address two research questions in line with this aim:

RQ1: Does LMPA influence offline (in-store consumption) and mobile sales (order through mobile apps)?

RQ2: Does the impact of LMPA vary between older and newer stores?

Background and Hypothesis Development

LMPA usually contains offline-only sales promotions (e.g., coupons: in our scenario, customers who spend every RMB30 receive RMB10 off when visiting stores). Transaction utility theory proposes that sales promotions increase customers' purchase evaluation and trigger purchasing. This is especially true under low-involvement conditions, in which customers do not have the motivation to scrutinize the message and tend to use peripheral cues (i.e., price discounts) to assess persuasive messages (Teixeira, Wedel & Pieters 2012). Although LMPA coupons are used only for in-store consumption (expecting an increase in offline sales), we still expect a positive impact on mobile sales. Mobile advertising exposures is likely to produce feeling of familiarity (processing brands more quickly and easily), and consequently result in positive evaluation (Fang, Singh & Ahluwalia 2007).

H1: LMPA has a positive effect on offline sales (a) and on mobile sales (b).

We expect that store age will weaken LMPA's positive effect on offline sales. Compared to older stores (i.e., opened for 3 years), newer stores (just opened) according to attention theory probably are more attention grabbing (Pieters & Wedel 2004). Also, newer stores are likely to be perceived as more comfortable with newer furniture and design. Thus when launching LMPA, newer stores are likely to attract more consumers to visit stores than older stores. Regarding mobile sales, we expect that store age will also strengthen LMPA's positive effect. One of the biggest barriers for mobile shopping is lack of trust (Bhattacherjee 2002). As oldness is often perceived as trust-worthy, customers should be more likely react to older stores' LMPA messages and order through mobile apps than newer stores'.

H2: Store age will weaken LMPA's positive effect on offline sales (a), but will strengthen LMPA's positive effect on mobile sales (b).

Data and Methodology

We cooperated with a large fast-food chain, which has 35 brick-and-mortar stores in China. In February 2017 the fast-food chain launched its first LMPA in two stores in Beijing and later in July 2017 the second LMPA in one store in Wuhan. Each store's LMPA took five days, each day between 10.30 and 13.00 (lunch time) and between 16.30 and 19.30 (dinner time). We received offline and mobile sales data from the three stores with LMPA campaign. Offline sales data refers to consumption in the stores; mobile sales data refers to online ordering through four popular mobile apps (i.e., Baidu, Meituan, Ele.me, and Koubei). The data starts on the opening day of each store and ends on September 19th 2017. We calculated store age from the opening of stores to the launch of LMPA. Store age for Beijing store 1, Beijing store 2 and Wuhan store is 38, 29 and 14 months respectively. We adopted an interrupted time-series analysis (ITSA) (Linden 2015; Simonton 1977) and incorporated ITSA to panel data models. Before model estimation, we conducted unit root analysis, which shows offline and mobile sales are stationary. To account for autocorrelation and groupwise heteroskedasticity, we used panel data models with panel-correlated standard errors (PCSE) as our main analysis, see below.

$$\begin{aligned} & \text{offline}_{it} = \alpha_0 + \sum_{m=1}^{3} (\alpha_1 Store_m) + \alpha_2 T_{it} + \alpha_3 X_{it} + \alpha_4 X_{it} T_{it} + \alpha_5 \text{offline}_{it-1} + \sum_{n=1}^{22} (\alpha_6 C_n) + \epsilon_{it} \\ & \text{mobile}_{it} = \beta_0 + \sum_{m=1}^{3} (\beta_1 Store_m) + \beta_2 T_{it} + \beta_3 X_{it} + \beta_4 X_{it} T_{it} + \beta_5 \text{mobile}_{it-1} + \sum_{n=1}^{22} (\beta_6 C_n) + \vartheta_{it} \end{aligned} \tag{2}$$

where offline it and mobile it refer to offline and mobile sales respectively (i = 1, 2 and 3 representing Beijing store 1, Beijing store 2 and Wuhan store respectively; t = 1,336 for Beijing store 1, t = 1,085 for Beijing store 2, t = 616 for Wuhan store). Store_m refers to store dummy variables. T_{it} refers to the time since the opening of the stores (coded as 0, 1, 2, 3, ...), indicating pre-LMPA sales trends. X_{it} is a dummy variable representing the intervention of LMPA (pre-intervention period: 0, otherwise: 1). $X_{it}T_{it}$ refers to the changes in sales trends (i.e., differences in the slopes between pre-LMPA and post-LMPA), which could be used to calculate post-LMPA sales trends. C_n refers to 22 control variables.

Results and Discussion

We consistently found significant positive effects of LMPA on offline sales (α_3) across five days (i.e., α_3 , 531.96, 540.46, 549.13, 546.20, and 542.59; p < .01). However, LMPA does not have impacts on mobile sales across five days (i.e., β_3 , 74.17, -80.79, -58.51, -53.98, and -55.347; p > .1). This is likely because the sales promotion could not be used in mobile apps, which even reduces the small conversion rate of .02 (Manchanda et al., 2006). Therefore, H1a is supported, but H1b is not supported. Surprisingly, store age weakens the effects of LMPA on offline sales across five days (-394.29, p < .05; -373.53, p < .1; -347.16, -348.88, p < .1; -403.01, -373.53, p < .05), but did not moderate LMPA effects on mobile sales (211.13, 200.06, 115.41, 125.67, and 133.25, p > .1). Hence, H2a is supported, but H2b is not supported.

Implications for Theory and Practice

Our paper has important theoretical and managerial implications. We find that (1) LMPA increases offline sales, rather than mobile sales (probably LMPA coupons could be redeemed only in stores and do not result in brand familiarity), when launching LMPA; (2) The effects are stronger for newer stores (probably feeling curious about new stores). This suggests if companies aim to effectively using LMPA to increase offline traffic, they should select new stores. This paper enriches mobile advertising and social media advertising literature by answering a call for research on "linking customers' offline and online purchases to mobile advertising" (Grewal et al. 2016 p. 11). We also initially investigate moderating roles of store age on mobile social media advertising effectiveness.

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Consumers' perceptions of social media advertising

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Abstract:

This study contributes to the scarce literature on compulsory-view, in-stream video advertising by examining consumers' perceptions of a new form of advertising on Facebook and its impact on purchasing behaviour. An online survey of 245 consumers was undertaken to examine social media users' attitudes and behavioural responses towards this form of advertising. The research methods consisted of descriptive and regression analyses. The findings reveal an overwhelmingly negative view of this form of advertising, with 96% of consumers reporting a dislike for video advertising, 81% stating they actively avoid watching such ads and 87% disagreeing that it is informative in nature. However, there is an apparent disconnect between attitudes and behaviour, and video advertising is ranked as one factor that influences purchase decisions, along with prior experience with the product, quality of the advertisement, use of product review sites, education and employment status.

Keywords: Social Media Advertising, Facebook.

Targeted ads in social networks are now a common feature of digital marketing and such advertising is used to generate awareness of brands or offerings and encourage click-through to a targeted site (Chaffey & Smith, 2013). Facebook has developed a range of innovative advertising formats to build revenue, and in 2016, it introduced compulsory-view, in-stream video advertising on Facebook. These are short, 15-second (or less) video advertisements that are inserted within videos that users choose to watch, and cannot be skipped or fast-forwarded (Facebook Business, 2017). They are currently described as ads that "capture attention early...and are framed for impact" (Facebook Business, 2019). However, this form of advertising, similar to traditional advertising on television, can be seen as 'interruptive marketing' that disrupts customers' activities (Godin, 1999). While there is a view that 'interruptive' forms of advertising are intrusive and perceptions are negative (Chaffey & Chaffey, 2019), there is very little scholarly research evaluating how consumers perceive this new form of advertising. Hence, the aim of this study is to examine consumers' perceptions of compulsory-view, in-stream video advertising on Facebook and assess whether this form of advertising influences purchase behaviour.

Background and/or Conceptual Model

There are various theories about how advertising works, including the simple 'break through and engage' model, where advertising breaks through the 'boredom barrier' and creates some level of brand awareness, and then engages consumers, either rationally or emotionally with the brand (see, for example, Nyilasy & Reid, 2009). The 'Hierarchy-of-Effects' model (see Barry & Howard, 1990; Sheth, 1974) is a more sophisticated model, as it assumes a sequence of stages and a series of cognitive, affective and behavioural responses. The persuasion knowledge model predicts that knowledge of a persuasion attempt can trigger "coping strategies", such as the consumer reflecting on the tactics used, engaging in counter-arguing or ignoring the persuasive attempt (Friestad & Wright, 1994). The effectiveness of advertising is a matter of debate in the literature. It is proposed that consumers become resistant to persuasion attempts over time (Nyilasy & Reid, 2009). Various scholars propose that consumers are either not noticing social media advertising or reacting negatively to it (Kodiamanis & Angelopoulos, 2013; Lin & Kim, 2016). Scholars highlight poor click-through rates, banner blindness, filtering and use of software to block ads (Chaffey & Chadwick, 2019). However, many scholars and industry practitioners highlight the positive aspects of social media marketing. A recent report found that over a third of social media users believe that finding out about products and services is an important reason for using a social network, as well as receiving exclusive offers, coupons or other discounts (Nielsen, 2019). Social media advertising enables organisations to generate awareness, influence brand attitudes and purchase intentions (Chu, Kamal, & Kim, 2013), and evoking a positive attitude is critical since this enables positive word-of-mouth (Lee & Hong, 2016). As stated by Boateng & Okoe (2015, p 299) "Studies on social media advertising and online advertising in general have shown that the consumer's attitude towards social media advertising is an essential determinant of its effectiveness". This study focus on users' attitudes toward in-video advertising for a number of reasons. Being a new form of advertising, it deserves attention. The 2019 Social Media Marketing Industry Report, which surveys 4.800 marketers, found that 72% of marketing professionals indicated that Facebook was the platform they most regularly used for advertising (Stelzner, 2019). Furthermore, Facebook is the most widely used platform in Australia. Data shows that Facebook has the largest share (62.46%) of the social media market in Australia, as of June 2019 (StatCounter, 2019).

Research method and sample

An online survey was developed and items were informed by the literature (Boateng & Okoe, 2015; Kodjamanis & Angelopoulos, 2013). Ethical approval was obtained for the study. An inventive was used to increase participation rates and convenience sampling was chosen. The sample, based on 245 usable surveys, consisted primarily of young adults, aged 18-29 years of age (63.5%); there was a female bias (73% were females); approximately 42% of the respondents had a Bachelor's degree and 40% had completed Year 12, and almost half of the sample (47%) were students, from Townsille, North Queensland.

Results, Discussion and Contributions

The findings reveal a negative attitude towards in-stream video advertising, although 68.8% of survey respondents had bought a product or service they had seen advertised Facebook or YouTube. Table 1 summarises the results. The majority of the respondents (38%) disagreed with the statement that 'video advertising is informative'; almost a third of respondents (30%) held a neutral view, and neither liked nor disliked this type of advertising. Approximately 42% of the respondents disagreed with the statement that they 'like to watch video advertising that they are exposed to' and 38% of the respondents strongly disagreed with this statement. Approximately 35% of the respondents strongly agreed that they 'actively avoid watching compulsory video advertising' and approximately 31% respondents agreed with this statement. Out of those respondents who actively avoid watching compulsory advertising, 28.5% respondents close and exit the video or the application, 18.5% respondents pay no attention or look at their surroundings, 11.3% respondents use Ad Blocker technology, 10.6% respondents scroll to other sites or look at their news feed and 2% 'unfollow' the page/group.

Table 1: Consumers' attitudes towards compulsory-view, in-stream video advertising

Video Advertising	N	%
Liking Compulsory Video Advertising		
Like a great deal	1	.4
Like a moderate amount	2	.9
Like more than dislike	5	2.2
Neutral/Neither like nor dislike	20	8.8
Dislike more than like	56	24.6
Dislike a moderate amount	47	20.6
Dislike a great deal	97	42.5
Video Advertising is Informative		
Strongly Agree	7	3.1
Agree	30	13.1
Neutral/Neither Agree nor disagree	68	29.7
Disagree	87	38.0
Strongly Disagree	37	16.2
Like to Watch Video Advertising That You Are Exposed To		
Strongly Agree	5	2.2
Agree	11	4.8
Neutral/Neither agree nor disagree	30	13.1
Disagree	96	41.9
Strongly Disagree	87	38.0
Actively Avoid Watching This Type of Advertising		
Strongly Agree	81	35.4
Agree	72	31.4
Neutral/Neither agree nor disagree	49	21.4
Disagree	24	10.5
Strongly Disagree	3	1.3

Multiple regression analysis was performed to identify the factors that influence consumers' purchase decisions. The dependent variable was a yes/no question (have you ever ever bought a product or service that you had seen advertised on Facebook or YouTube). The independent variables are shown in Table 2. The variable 'how often do you use this form of advertising to help make purchase decisions' was the most important predictor. Other factors included 'products have lived up to my expectations'; use of 'product review sites as a reliable source of information'; characteristics of the video advertisement, as well as demographic factors such as level of education and employment status. Not surprisingly, respondents who avoid watching ads are not likely to make a purchase decision due to social media advertising.

Table 2: Factors influencing purchase decisions (95% CI)

Model Term	β	SE	t	p	LL	UL
Intercept	1.42	0.42	3.37	<.01	0.59	2.26
Never used this form of advertising to make a purchasing decision	0.31	0.06	5.50	<.001	0.20	0.42
Products have lived up to my expectations	-0.10	0.03	-3.49	<.01	-0.16	-0.04
Product review website which is used as a reliable source of information	-0.06	0.02	-2.84	<.01	-0.10	-0.02
Video stands out (i.e., interactivity, short duration, uniqueness, reality, entertainment, relevance or title)	-0.13	0.05	-2.49	<.05	-0.24	-0.03
Level of education	-0.07	0.03	-2.17	<.05	-0.13	-0.01
Not currently unemployed or looking for work	-0.24	0.11	-2.17	<.05	-0.47	-0.02
Avoid watching ad by skipping it, using Adblocker or paying no attention	0.12	0.06	2.08	<.05	0.01	0.24

Implications for Theory and Practice

Out study supports previous studies that report negative attitudes or a desire to ignore social media advertising (Kodjamanis & Angelopoulos, 2013; Lin & Kim, 2016). Furthermore, a small percentage of respondents are actively taking steps to avoid exposure to this form of advertising, which is supported by the persuasion knowledge model and by scholars who highlight filtering and the use of software to block ads (Chaffey & Chadwick, 2019). Poor attitudes towards advertising are not surprising since Facebook tends to be used by people to achieve personal goals, such as catching up with family and friends; hence, the persuasive message is not "goal congruent with the targets" (Dahl, 2018, p. 146). However, advertising is still one factor that influences the consumer decision-making process, which appears to supports both the persuasion knowledge model and the Hierarchy-of-Effects model, given the role of consumers in using information (from product review sites) and elaborating on purchase (prior experience and satisfaction with products advertised online) and the advertisement itself.

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ⁱ Cook's distance was used to trim out outliers and transform the independent variables. Almost all the questions were entered as independent variables in 12 steps. The regression model was significant and the variables explained 29.5% of variations in purchasing decision from watching social media advertisements.

Authenticity in social media sponsored posts

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Abstract:

Influencer marketing, the process of engaging and supporting individuals who create conversations with a brand's consumers, is a rapidly growing trend. Although initially seen as an organic way to communicate brand messages, consumers are becoming sceptical of the commercial nature of such endorsements. Brands are impulsively utilising social media influencers (SMIs) with one overarching issue being overlooked: the role of authenticity. This study draws from the Persuasion Knowledge Model and the Trustworthiness, Expertise, Attractiveness, Respect and Similarity (TEARS) framework to examine consumer perceptions of SMI authenticity and brand authenticity in endorsed SMI posts. A conceptual model and respective propositions are developed to garner an enhanced understanding of this domain. Given the rapid adoption of SMIs, and notable demand for authenticity, this paper has significant contributions through extending our understanding of the role of brand authenticity in a social media context, and the development of a framework to evaluate SMI authenticity.

Keywords: Authenticity, Social Media, Influencer Marketing Track: Digital Marketing and Social Media

Introduction

Influencer marketing is a rapidly growing phenomenon, with \$570 billion dollars spent on influencers globally in 2017 alone (Rimmer, 2019). A Social Media Influencer (SMI) is an online personality with a large number of followers on one or more social media platforms. Compared to celebrities, they carry influence over consumers as they themselves are considered 'regular consumers' (Lous & Yuan, 2019). SMI marketing originated to communicate brand content in an organic way, however, with consumers increasingly aware of such persuasion attempts and commercialisation, scepticism and resistance towards endorsed posts on social media has risen (Johnstonen & Lindh, 2018). While brands are arguably impulsively adopting SMI's, they are overlooking one inherent issue: the role of authenticity. In an era where social media is fabricated with commercialised posts, fake representations and fake followers, consumer demand for SMI authenticity and brand authenticity is high (Lawley, 2018; Chang, 2015). As such, this paper investigates the relationship between consumers attitudes towards endorsed posts on brand authenticity, whilst also considering the important role of perceived SMI authenticity.

Theoretical Development

SMI's success is often attributed to their position as opinion leaders, whereby their followers perceive them as credible and trustworthy (Jin, 2019). With the ascent of SMI marketing comes an emphasis, both academically and practically, on sponsored content. Sponsored posts made on social media platforms by SMIs are often expressed as a form of product review with an advertisement disclosure (e.g. #ad or #sponsored) to acknowledge receipt of a form of reimbursement from the promoted/endorsed brand. In line with the Persuasion Knowledge Model (PKM), SMI posts which display this form of disclosure allow the consumer's conceptual persuasion knowledge to be activated (i.e., consumers recognise the persuasion intent), which in turn triggers the activation of attitudinal persuasion knowledge (APK) (Boerman, 2017). APK encompasses critical attitudinal feelings about the trustworthiness, honesty and credibility of the endorsed post. Drawing from the PKM, and given these feelings link directly with conceptualisations of authenticity (Kernis & Goldman, 2006), we propose that recognition of persuasive intent of endorsed posts will generate attitudes of distrust and deception, subsequently driving negative perceptions of brand authenticity.

P1: Attitude towards an endorsed post with disclosure will negatively affect brand authenticity.

While current literature exploring SMIs highlights factors contributing to SMI success, including variation among disclosure language, and lack of presence of disclosures (Evans et al., 2017), scholars have not considered the role of the SMI's perceived authenticity. Authenticity perceptions are largely characterised by traits of realness, truthfulness and genuineness; with such perceptions residing in subjective and personally constructed beliefs and opinions (Grayson & Martinec, 2004; Leigh et al., 2006). Given SMIs operate on an arguably deceitful platform, where the commercial nature of posts is hard to distinguish, authenticity of SMIs needs to be researched. In order to explore the important role of SMI authenticity, this study draws from Shimp's (2003) TEARS model, which encapsulates the importance of such authenticity perceptions, through the attributes of trustworthiness, expertise, attractiveness, respect, and similarity. Trustworthiness informs the degree of perceived honesty and believability the SMI holds. The level of knowledge, skills and experience an SMI possesses reflects their expertise in a particular product category (Ohanian, 1990). Attractiveness contends that the effectiveness of the influencer will be dependent upon their familiarity, likability, similarity and attractiveness (Ohanian, 1990). Respect signals the overall admiration consumers feel toward the SMI's accomplishments and their integrity (Peterson & Seligman, 2004), while perceived *similarity* between the consumer's self-image and the SMI's

image is expected to lead to a more favourable attitude towards the endorsed post (Choi & Riffon, 2012). The TEARS model has had limited use in academic literature, with most researchers focusing on a single or few traits (Ohanian, 1990; Jin, 2019), as opposed to utilising the entire framework to reflect overarching traits.

Given the need for a framework that captures the varying traits of authenticity, we propose three additional attributes which influence consumer perceptions of SMI authenticity. Firstly, the *perceived fit* between an endorser and the product/brand has been studied in extant celebrity endorsement literature. Previous research has outlined positive relationships between perceived fit of celebrity image and endorsed product/brand and positive responses to advertisements, due to higher perceptions of believability (Kamins & Gupta, 1994). Given the potential for a strong parasocial relationship between SMIs and their followers, we predict that this positive response to advertisements will hold in the context of SMIs due to enhanced endorser believability in the presence of SMI and product/brand perceived fit.

Secondly, social media culture must be considered in regard to *fabricated representation*. Fabricated representation refers to the normalisation of digital face and body modification through third-party software programs such as Facetune and Photoshop. Posting contrived images is pervasive among SMIs with followers becoming more cognizant of such modifications (Dumas, 2017). SMI's unrealistic representation of beauty standards through the use of third-party software counteracts their inherent quality of being a 'regular consumer'. Therefore, it is proposed that recognisable divergence from consumer normality (*fabricated representation*) created through the use of beautification software, will decrease perceptions of relatability between an SMI and their followers, furthermore, reducing consumer attitude toward an endorsed post (Dumas, 2017).

Finally, the *popularity* of SMIs in terms of number of followers/subscribers may range from a few to millions. Where a SMI has more followers, attitudes towards the SMI will be more positive because of perceptions of popularity and the tendency to ascribe more opinion leadership (De Veirmen, 2017). The ascription of opinion leadership through follower count holds significance for authenticity perceptions due to the inherent link between opinion leaders and credibility perceptions. In sum, we propose that these eight attributes of *SMI authenticity* will each moderate the relationship between the consumer's attitude toward endorsed post and brand authenticity;

P2: The relationship between the consumer's attitude toward endorsed post and brand authenticity will be positively moderated by the SMI's level of authenticity.

Contributions and Implications

The propositions developed have wide reaching contributions and implications for influencer marketing. This paper is the first to consider the role of perceived authenticity of SMIs in endorsed posts, and the first to develop a framework to assess SMI authenticity. Consideration of the TEARS model to assess SMI authenticity is a significant theoretical advancement in growing influencer marketing literature. Extending the TEARS model to include perceived fit, fabricated representation and popularity furthers this theoretical development to effectively capture SMI authenticity. Next, given the presence of varying inauthentic elements within social media, the consideration of brand authenticity begins to address a significant gap in literature. At a practitioner level, these conceptualisations allow brand managers to effectively evaluate the use of social media influencers in regard to compromisation of brand authenticity. Additionally, the TEARS model provides brand managers with guidance in the selection of SMIs to ensure authentic representation through an endorser.

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Flow, mobile app usage situations, and user mindfulness

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Abstract:

Regardless of prevalent consumption of mobile applications (hereafter apps) and their ubiquitous use in daily life, the current literature provides limited knowledge on how user's experience during consumption of apps is shaped in various usage situations across multiple app usage occasions. To advance our knowledge about user experience in apps, this study advances an argument that flow experience is the function of user's emotions and cognition with apps in conjunction with individual's personality trait and usage situations. To address this issue, the real-time data was collected from 1600 app users across three waves of surveys through an event-contingent experience sampling method (ESM). The results show that both user's trait mindfulness and app usage situation moderate the relationship between cognition and emotions towards app and user's flow state. The findings enrich the existing literature on flow experience in mobile context and provide theoretical and practical implications.

Keywords: flow experience, mindfulness, usage situations

We all can remember observing people walking around while captivated by their smartphone, perhaps in a shopping mall or at streets. Moreover, while everyone knows about the perils of using smartphone at the same time with other activities like driving and crossing the roads, it seems that people still become so lost while using their mobile devices in such situations. Although we cannot assume that all of these people are in the flow state, but it confirms that the vast number of individuals are absorbed with their mobile phones indeed suggests that experiencing flow while using mobile devices is pervasive (Hsu et al., 2017). Despite the prevalence of flow while using mobile services, there is limited knowledge about the role of flow in mobile environments compared to desktop environments (Chen et al., 2018).

Flow experience is a dynamic mental state which is affected by individual's cognitions and emotions towards the object (here apps) (Pelet et al., 2017). It has been shown that emotions and cognitions are influenced by many situational factors (Richins, 2012). As mobile apps are used in unstable and differing situations, user's cognitions and emotions towards apps might fluctuate when user interacts with apps in different circumstances. However, there is limited knowledge about the dynamic effects of cognitions and emotions towards apps on flow experience across multiple app usage occasions. Research has found that individuals can experience flow with different levels of intensity according to their personality trait (Carlson & O'Cass, 2011) and trait mindfulness is shown to affect moment-to-moment customer experience (Leroy et al., 2013). Therefore, it is important to study user's trait mindfulness while using mobile apps.

The aim of this study is:

To examine how emotions and cognition with apps are associated with flow experience across multiple app usages and how these relationships are moderated by app usage situations and personality trait.

Background and/or Conceptual Model

Flow that was introduced by Csikszentmihalyi in 1975, is defined as "the state in which people are so involved in an activity that nothing else seems to matter; the experience itself is so enjoyable that people will do it even at great cost, for the sheer sake of doing it" (Csikszentmihalyi 1990). Despite receiving significant attention in marketing as a factor that facilitates the provision of compelling experiences, there is a lack of consistency in its conceptualization and operationalization (Carlson et al., 2017).

Flow literature shows that individual's cognitive and emotional states towards the object influence his/her flow state (e.g. Pelet et al., 2017). Specifically, Marin et al., (2013) hypothesized that individual's flow states depend on the nature of emotions induced by the task at hand. Attention and concentration as two cognitive states, are prerequisite of flow to occur (Shernoff et al., 2014). When users completely focus on their interactions inside the app, there is little attention left to consider other events occurring in the surrounding environment, forget about passage of time, gain more control over their actions related to using the app and simply lose self-consciousness (Novak et al., 2000). In terms of emotions, when users enjoy using the app, they exercise a sense of control over their actions inside the app, forget about self and finally feel time passes quickly. Further, interest as an emotional state, arouses the sense of curiosity towards that activity and exploring more is intensified (Hsu et al., 2017). These situations prepare a suitable platform for flow occurs.

Person-environment fit theory (Caplan, 1987) posits that the individuals' attitudes, experiences and behaviors are a function of the person and the environment. This theory predicts that a correspondence between a person and environmental factors will result in optimal outcomes such as optimal performance and satisfaction (Lauring & Selmer, 2018). In this study, we use trait mindfulness as user's personality trait because of its relevance to the moment-to-moment experience. Mindful individuals show greater sensitivity to the environment and greater attention to details. They make more relevant and precise distinction between different events in their environment, enabling them to adapt to shifts in undesirable environments (Ndubisi, 2014). Mindfulness involves the ability to detect important aspects of the context and remove those aspects irrelevant to the focal object and take timely, appropriate actions (Ndubisi, 2014).

Therefore, we propose that:

H1a: Cognition towards apps improves flow experience.

H1b: Emotions towards apps improve flow experience.

H2: Usage situation moderate the relationship between cognition and emotions and flow experience.

H3: Trait mindfulness moderates the relationship between cognition and emotions and flow experience.

H4: There are fluctuations in the levels of user's cognition and emotions towards apps in various app usages and these fluctuations in turn affect flow experience.

Methodology

Data for this study was collected from users of apps (in two categories of hedonic and utilitarian) across three waves of surveys using an event-contingent experience sampling method (ESM) (Finneran & Zhang, 2005). We signalled participants with text messages to their mobile phones containing the links to surveys soon after they finished using the app. Service providers of selected apps helped us in sending text messages to their app users. Initially, 1594 respondents were recruited (mean age=29.42, 23% female and 77% male) for the first wave. The target sample for second wave was only those users who answered to survey 1. 988 respondents completed survey 2 for the second wave of data collection (response rate=62%), and 638 of these 988 respondents completed all three waves of surveys (response rate=40%). Preliminary analysis was conducted for all three surveys. For reliability, Cronbach's alpha (Ranged from 0.7 to 0.856) and composite reliability (ranged from 0.772 to 0.9) were computed for each construct which all exceeded threshold value of 0.7. To assess the constructs for convergent validity, the average variance explained (AVE) analysis indicated that all constructs had an average AVE > 0.5, therefore, meeting the recommended criterion for convergent validity. To assess discriminant validity, the square root of the AVE for constructs were all higher than the correlation coefficients between a construct and other constructs in the study, thus providing evidence for discriminant validity.

Results and/or Discussion and Contributions

Regression analysis was used to test the H1 to H3 and latent growth modelling analysis will be used to test H4. We found that emotions and cognition with apps had positive effects on flow experience ($\beta_{emotions} = .561$, p < .001; $\beta_{cognition} = .344$, p < .001) supporting H1a and H1b. Results show that usage situation moderate the relationship between cognition and emotions and flow ($\beta_{cognition} = .348$, p<.05; $\beta_{emotions} = .212$, p<.05). The moderation effect of trait mindfulness was also supported for the relationship between emotions and cognition and flow ($\beta_{emotions} = 0.370$, p<.001; $\beta_{cognition} = .276$, p<.05).

Implications for Theory and Practice

The current study expands the flow literature by investigating the dynamics effects of app users' emotions and cognition with apps on users' flow experience using real-time data across multiple app usages. This study has significant managerial implications. For example, an

understanding of flow experience in the dynamic and highly competitive market of apps, and knowing how this experience is affected by environmental factors and user's personality trait, enables app developers to better provide a compelling experience to their target customers. Furthermore, investigating person-related factors is a requirement for user interface design and will contribute to an understanding the usability of apps in general.

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Digital avatars as social media influencers

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Abstract:

At first glance, or swipe, digital avatars, commonly referred to as virtual influencers, could understandably be mistaken for a living, breathing people who had adopted active roles on social media platforms and are now being paid as social media influencers. Digital avatars present a new dynamic for the influencer marketing domain, offering several advantages and benefits to brands such as complete control over their behaviour and personality, unlike the risk of a human influencer or celebrity endorser. Although research surrounding social media influencers has emerged, scholars are yet to consider the role of virtual reality within this space. This exploratory study draws from the Technology Acceptance Model, the Theory of Planned Behaviour, and the Service Robot Acceptance Model. A conceptual model and respective propositions have been developed in order to guide further empirical research into this emerging and important area.

Keywords: Digital avatars, influencer marketing, social media

How do mobile apps compete for users?

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Abstract:

Mobile apps (i.e., software downloadable on portable devices) make products, services and information available to consumers 'anytime, anywhere'. As apps continue to proliferate, competition within certain categories of apps intensifies, shrinking margins. Yet, the understanding of how apps compete to attract and retain users remains very limited. This hinders informed decisions when launching new apps, especially if managing portfolios of apps. To address this issue, this study examines the usage of two categories of apps (social media, and health and fitness) via online survey data, shedding light on how apps compete for user by using the Duplication of Purchase (DoP) Law. In doing so, this study contributes to knowledge and practice by offering some preliminary findings on how apps compete for users either via: (1) sharing users with other apps in line with their level of market penetration *or* (2) 'locking-in' users through strategies enticing 'subscription-like' behaviours.

Keywords: branded mobile apps, competition, market penetration, Duplication of Purchase.

Introduction and Research Aims

This study aims to enhance the understanding of how branded apps, i.e. apps that display a brand identity (Bellman et al., 2011; Stocchi et al., 2017), compete to attract and retain users. Past research has documented the factors that can encourage consumers to download and use mobile apps, such as the ease of use and usefulness (Tojib and Tsarenko, 2012), entertainment (Kim et al. 2016), customization potential (Stocchi et al., 2019), and privacy settings that people can trust (Morosan and deFranco, 2015). Although important, these insights are not informative of how to effectively market branded apps. There are also several studies documenting apps' benefits, such as consumer engagement (Furner et al., 2014; Fang, 2017), brand loyalty (Baek and Yoo, 2018), frequent context-based brand recall (Wang et al., 2016), persuasion (Bellman et al., 2011; Ahmed et al. 2016; Lee, 2018) and changes in buying habits (Kim et al., 2015). These past findings validate the potential of apps as marketing 'tool'; yet, again, do not offer sufficient indication of how apps can remain competitive. This is concerning, since, as Lee and Raghu (2014) highlighted, only very few apps that are downloaded are subsequently used, and margins are very small even for successful apps.

Background and Research Questions

Past research (e.g., Jung et al., 2004) has highlighted that consumers develop 'repertoires' of apps – i.e., small grouping of apps that they routinely and interchangeably use. Also, market competition for apps is characterised by a 'long-tail', i.e. consumers can easily choose from many alternatives, because search and switching costs are quite low (Lee and Raghu, 2014). These empirical facts resonate with the *Duplication of Purchase* (DoP) (Ehrenberg, 1988), which is a widely established marketing 'law' (or pattern) explaining how branded packaged goods (Dawes, 2016; Tanunsondiaja et al., 2016), services (Lynn, 2019) and media (Lees and Wright, 2013) compete. Specifically, the DoP ascribes that, in a given market, competition between offerings is underpinned by popularity (i.e., 'sharing' of users with other offerings is systematically higher for less popular offerings, see Ehrenberg, 1988). For example, in branded packaged goods, brands share customers with other brands in line with their market penetration (i.e., the percentage of customers who bought the brand at least one over a given time period); thus, less popular brands (small penetration) share a greater proportion of their customer base with popular brands (high penetration). Considering the instance of branded apps, it is possible to outline a first research question that this study addresses (Rq1): Within a certain category of branded apps, do apps compete with other apps by 'sharing' users in line with their popularity, *i.e.* in line with their share of current users or market penetration?

Nonetheless, in comparison to other long-tail markets such as books and music, apps can gain a competitive edge through 'versioning' strategies – i.e., by offering basic product trial for free, but full access and upgrades at a price (see also Arora et al., 2017). To Lee and Raghu's (2014) view, such strategies 'tie-in' consumers and encourage 'subscription-like' behaviours.

Intuitively, in some categories of apps 'versioning' may be more feasible than others. Namely, in categories of apps targeting quite uniformly the same underlying needs (e.g., social media apps, all delivering on one's need to connect and communicate with others) 'versioning' might configured primarily as 'freemium' - i.e., the app is always free, but users can enhance its functionality by paying a fee (see Arora et al., 2017). Conversely, in categories of apps targeting the same overarching need in quite dissimilar ways (e.g., health and fitness apps, some of which help one's their physical activity, whilst others facilitate access to health-related content and information) 'versioning' may be more feasible. Hence, it is plausible to assume that competing dynamics for branded apps might not be based merely on popularity, which leads to a second research question (Rq2): Within a certain category of apps, do apps compete with other apps by using 'versioning' strategies locking-in users?

Methods

We analyse data from an online survey for a sample (N=781) of Australian panellists, selfreporting their current usage of two categories of branded apps: social media, and health and fitness (identified through Apps Annie). For each app (9-10 in each market), we calculated: i) the level of market penetration, i.e. the percentage of the sample reporting that they used and/or downloaded the app in the past four weeks (adapted from Ehrenberg et al., 2004); and ii) the 'cross-over' market penetrations, i.e. the percentage of users who also used other apps within the same category (Ehrenberg, 1988). These two metrics constitute the inputs to the *DoP* analysis, which we performed by: i) ranking apps from highest to lowest market penetration; and ii) benchmarking (e.g., +/- 10%) the observed 'cross-over' market penetrations against expected levels of sharing, which we computed for each app by multiplying their market penetration by the *Duplication Coefficient* – i.e., the average 'crossover' penetration divided by the average market penetration for all apps (Tanunsondjaja et al., 2016). This approach enabled us confirming: i) whether the 'sharing' of users occurred in line with penetration; and ii) whether there are any specific groupings (i.e., apps competing more intensively and 'oversharing' users) or partitions of apps (i.e., apps sharing fewer users than expected) (Tanunsondjaja et al., 2016).

Overview of Results, Implications and Future Research Directions

The results (Table 1) reveal that social media apps compete for users in line with the DoP; that is, apps share users with other apps and compete in line with their level of market penetration. For example, apps in this category share up to 67% of their users with the three most popular apps (Facebook, Facebook Messenger and Instagram) and only approx.16% with the three least popular apps (LinkedIn, Twitter and Viber). This pattern is consistent, minus some clear groupings of apps (e.g., Snapchat and Instagram, apps for sharing life snippets) and market partitions (e.g., Skype, video call app, vs. aspirational apps such as

Pinterest and Instragram). In contrast, in the health and fitness apps category the DoP does not 'hold'; that is, apps do not share users with other apps in line with their level of market penetration, as the average 'cross-over' penetration for the three most popular (Fitbit, MyFitnessPal and 7-Min Workout) and the three least popular apps (Daily AbWorkout, Sweat and Zwift) are actually similar (35% vs. 27%). Also, the difference between the observed and expected 'cross-over' penetration is substantial (e.g., 22% for the less popular apps).

Table 1 – Key findings

Key metrics	Aver. most popular social media apps	Aver. least popular social media apps	Aver. most popular health & fitness apps	Aver. least popular health & fitness apps
Market penetration	36.2 %	8.7 %	7.6 %	1.2 %
'Cross-over' penetration	67.3 %	16.9 %	34.6 %	27.2 %
Expected sharing	67.5 %	16.2 %	34.6 %	5.3 %
Difference	0.2 %	0.7 %	0 %	21.9 %

Mobile apps are forecast to generate more than 580 billion US dollar in revenues via app stores and in-app advertising (Statista, 2019). Although future replication across more categories is required, these initial insights extend marketing research on mobile apps, and yield some initial implications. Specifically, using the DoP law, it seems possible to ascertain whether branded apps will compete to attract and retain users on the basis of their popularity (e.g., social media

apps), which calls for 'freemium' strategies. When the DoP law does not 'hold' (e.g., health and fitness apps), it can also be determined if 'versioning' is feasible, as a way to encourage 'subscription-like' behaviours. Accordingly, app developers could use the preliminary outcomes of this study to inform the management of portfolios of apps, and to maximize margins and app's market survival.

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Seriously engaging value-in-behaviour: A hierarchical model

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Abstract:

Globally, households are under pressure to reduce their energy usage due to the rising cost of electricity. Marketers have turned to new technology-based tools as a way of supporting consumers to create the 'winds of change', one such tool is serious games. Currently, there is limited understanding of how to design optimal enjoyment (flow) within serious games with the goal to enhance customer engagement. This research reports on a study of 387 participants in a longitudinal study with two online surveys before and after participant interaction with an energy efficiency serious game. The results show that value-in-behaviour is the result of both flow and customer engagement, with customer engagement playing a central role. The constructs were modelled hierarchically revealing a more nuanced approach to understanding the concepts. Digital marketers can use the findings to design serious games with features that leverage both flow and engagement while achieving behavioural outcomes.

Keywords: Customer engagement, serious games, value-in-behaviour.

Introduction and Research Aim

Australian households are under pressure to reduce energy consumption as electricity is cited as the number one cost concern (Browne, 2016) with prices having risen 117% since 2008 (Byrd, 2018). Indeed, the problem of rising energy costs is a global issue requiring the 'winds of change'. Marketers have identified gamification and serious games as a change tool to encourage pro-social energy efficient behaviours (Mulcahy, Russell-Bennett, Zainuddin, & Kuhn, 2018). However, for serious games to be effective in addressing such global issues, an engaging customer experience is required – involving both a flow state and the creation of value in performing energy sustainable behaviours. To date there has not been research that brings together the marketing concept of customer engagement with the experiential concept of flow to examine value-in-behaviour. This research therefore aims to establish whether flow can create an engaging experience with serious games and how this in turn may enhance consumers' perceptions of value towards being energy efficient.

The first central concept of this research is flow, derived from the psychology literature (Csikszentmihalyi, 1975, 1990). Flow is a psychological state of optimal experience and a desirable lens to understand consumer attitudes and behaviour within virtual contexts (Carlson, de Vries, Rahman, & Taylor, 2017). Flow dimensions such as challenge-skill balance, clear goals, and feedback can be designed into gamified contexts – therefore flow is inducible within gamified contexts (Kiili, Perttula, Lindstedt, Arnab, & Suominem, 2014). The second concept of this research is customer engagement. Customer engagement is a "psychological state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships ... [and] is a multidimensional concept subject to a context- and/or stakeholder-specific expression of relevant cognitive, emotional and/or behavioral dimensions" (Brodie, Hollebeek, Jurić, & Ilić, 2011, p. 260). Customer engagement (comprising of cognitive, emotional, and behavioural dimensions) has been examined within the gamification literature but in relation to brands (Berger, Schlager, Sprott, & Herrmann, 2018; Vitkauskaitė & Gatautis, 2018). A need therefore exists to look beyond customer brand engagement and assess customer engagement within non-branded gamified experiences. Prior studies have undertaken cross-sectional analysis, therefore a longitudinal approach is needed. The third concept of this research is value-in-behaviour. This recent conceptualisation explores consumer perceived value towards performing pro-social behaviour, considering the economic, ecological, emotional, functional, and social perceived value of behavioural enaction (Gordon, Dibb, Magee, Cooper, & Waitt, 2018). This paper is the first to assess relationships between value-in-behaviour, flow and customer engagement with serious games. Behavioural intentions were included as an outcome of value-in-behaviour as a test of nomological validity. Evident literature gaps are addressed via the following research question: What is the relationship between flow, customer engagement and value-in-behaviour?

Method

The study utilised a longitudinal approach via an online survey before and after participant interaction with a serious game designed to encourage reducing household energy usage. The pre-gameplay survey collected participant demographics and past energy behaviour. Participants were then directed to install and play the serious game on their personal mobile device for a week. Participant interaction with the game was confirmed through assessing game analytics. After the gameplay period, participants undertook a survey which used validated scales from the literature to measure flow (Jackson & Ecklund, 2002), customer engagement (Abbasi, Ting, Hlavacs, Costa, & Veloso, 2019; Hollebeek, Glynn, & Brodie, 2014) and valuein-behaviour (Gordon et al., 2018). Of the initial 576 responses, 387 participants downloaded and played the game – resulting in a 67% retention rate. For completing both surveys,

participants received a \$10 Coles e-Gift Card and were entered into a prize draw for an iPad Mini 4. The final sample were mostly female (78.6%) and aged between 21-29 years (46.5%). The data were analysed using partial least squares structural equation modelling (PLS-SEM).

Results, Discussion and Contributions

The hypothesised relationships were all supported (see Table 1). All scales exceeded minimum reliability and validity thresholds. Control variables included income, gender, bill size, attitude to energy behaviour, and personality. The R² for value-in-behaviour was high (0.56). Flow, customer engagement and value-in-behaviour were modelled as third-order constructs.

Table 1 – Structural Model Path Analysis and Explained Variance

Structural Model Path Analysis	β	
H1a Flow → Customer Engagement		
H1b Flow → Value-in-Behaviour		
H1c Flow → Customer Engagement → Value-in-Behaviour		
H2a Customer Engagement → Value-in-Behaviour		
H2b Customer Engagement → Value-in-Behaviour → Behavioural Intention (Serious Game Replay)		
H2c Customer Engagement → Value-in-Behaviour → Behavioural Intention (Energy Efficiency)		
H3a Value-in-Behaviour → Behavioural Intention (Serious Game Replay)		
H3b Value-in-Behaviour → Behavioural Intention (Energy Efficiency)	0.388***	
Explained Variance (R ²)		
Customer Engagement		
Value-in-Behaviour		
Behavioural Intention (Serious Game Replay)		
Behavioural Intention (Energy Efficiency)		

Note: R² = variance explained, SD = Standard deviation. ***p<.0001, **p<.01, *p<.05

Implications for Theory and Practice

The study possesses three theoretical contributions. The first theoretical contribution is the central role of customer engagement with serious games in achieving value-in-behaviour. The mediating role of customer engagement has not been investigated in relation to proposed relationships between flow and value within the literature (Carlson et al., 2017). This study identified that customer engagement mediates the effect of flow and demonstrates that social marketers, app developers and serious game designers need to go beyond flow and design for customer engagement. The second theoretical contribution is the conceptualisation of flow and customer engagement as third-order constructs which extends the current understanding of the concepts. The new concept of value-in-behaviour has not been previously tested as hierarchical and this research further validates the construct. The use of hierarchical modelling is an important and new insight for scholars in gamification, serious gaming, and social marketing as the typical approach is single-order (Hamari & Koivisto, 2015; Zainuddin, Russell-Bennett, & Previte, 2013). The third and final theoretical contribution is the identification of flow as a necessary, but not solely sufficient, antecedent in serious gameplay. Creating an immersive experience is important, however unless customer engagement results from this experience then the focal purpose of the game will not be achieved. Serious game designers should therefore create flow within serious games to create a more immersive experience which has been demonstrated to influence engagement and perceived value-in-behaviour towards energy efficiency. This finding aligns with and extends the generalisability of the explored relationships between flow and engagement (Hamari et al., 2016) and flow and value (Carlson et al., 2017). The overall contribution of this research to the 'winds of change' is the investigation of new tools to assist consumers in managing disruption and uncertain times.

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Social media in healthcare: A theoretical framework

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Abstract:

Social media presents numerous opportunities and benefits for health professionals, consumers and service providers. Despite social media's growing popularity, the existing information system (IS) and technology adoption theories are relatively untested in the domain of healthcare social media. Extant literature suggests that the underlying factors affecting health professionals' social media usage and acceptance behaviours are relatively unknown and somewhat ambiguous. Semi-structured interviews with sixteen health professionals were conducted to uncover the factors impacting on their social media adoption behaviours. The major themes emerging from the interviews were cross matched with the existing technology adoption theories to propose a novel theoretical framework called Healthcare social media usage model (HSMUM). The proposed research model explains the key drivers affecting health professionals' social media adoption behaviours.

Keywords: Social media, online health communication, healthcare

Introduction and Research Aim

In the healthcare sector, social media has triggered a paradigm shift by providing a myriad of benefits to both patients and healthcare providers (De Martino et al., 2017). These transformative benefits include interactive health promotions (Moorhead et al., 2013), community engagement (Heldman, Schindelar, & Weaver, 2013), patient empowerment (Househ, Borycki, & Kushniruk, 2014), social support (Smailhodzic, Hooijsma, Boonstra, & Langley, 2016), social listening (Greaves, Ramirez-Cano, Millett, Darzi, & Donaldson, 2013), and a greater interactivity between healthcare providers and health consumers (Rozenblum & Bates, 2013). Despite its growing popularity, many health professionals are reluctant to utilise social media for health communication (Moorhead et al., 2013). It is still unknown what are the underlying factors influencing health professionals' adoption or non-adoption behaviours. Thus, this research aims to develop a theoretical framework to uncover the factors affecting health professionals' social media adoption behaviours.

Literature review

A Google Scholar keyword search using the following search terms "Social media in healthcare and TAM", "Social media adoption in healthcare" and "Technology acceptance model and social media", revealed only three studies (Hanson, West, Thackeray, Barnes, & Downey, 2014; Jo, Song, & Kim, 2017; McGowan et al., 2012) applied technology acceptance and related framework to explain health professionals' social media adoption behaviours. The studies revealed mixed results and indicated the need for a more robust assessment of social media adoption behaviours.

Research Model

The proposed framework is grounded under the premise of the basic Technology Acceptance Model (TAM) by Davis (1989). However, in accordance with previous research (Venkatesh, Morris, Davis, & Davis, 2003; Yousafzai, Foxall, & Pallister, 2007), the proposed framework contextualises the Technology Acceptance Model by adding variables from other relevant theories (for instance UTAUT and TAM2) to better explain the social media usage behaviours of health professionals. Holden and Karsh (2010) claim that an added variable approach enables researchers and practitioners to understand the drivers of intention better and assist in developing new theories. Existing literature in social media acceptance and usage domain is limited, and there is a great need to understand the drivers of social media acceptance, specifically in the healthcare context.

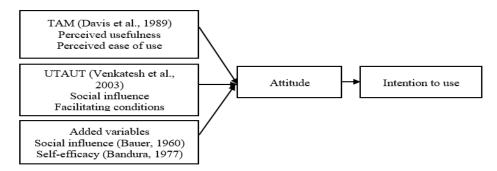


Figure 1: Theoretical Research Framework

Research methodology

The researcher interviewed sixteen (16) healthcare professionals to identify the factors influencing social media adoption in healthcare. Yin (2003) stated that in qualitative research six to ten individual interviews are sufficient to attain data to address the research objectives and research questions.

Findings

The major findings emerging from the qualitative phase of this research suggest that social media tools offer five significant benefits: (i) they facilitate communication between health professionals, health service providers, and the consumers; (ii) provide greater support for the health community; (iii) enable learning for both health professionals and health consumers; (iv) enhance their professional network; and (v) expedite healthcare promotion strategies. Findings also indicate five noteworthy barriers to usage and adoption of social media including: (i) inefficiency; (ii) privacy concerns; (iii) poor information quality; (iv) lack of trust; and (v) blurred professional boundaries. Usefulness and barriers aside, peer influence, facilitating conditions, perceived cost, self-efficacy and personality characteristics are also observed to be key predictors of social media adoption behaviours of health professionals.

Implication for theory and practice:

The final model presented here was built on in-depth interviews of healthcare professionals and linked to the extant technology adoption models. Based on the extant literature and findings of the in-depth interviews, the conceptual framework of the study - Healthcare Social Media Usage Model (HSMUM) - was formulated and operationalised.

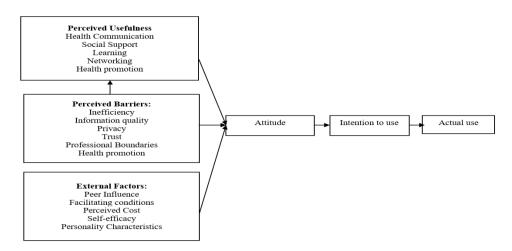


Figure 2: Healthcare social media usage model (HSMUM)

The overall structure of the social media usage model is comparable to the extant models devised for technology adoption studies. The conceptual framework depicts the possible effects of the factors affecting health professionals' social media adoption behaviours. These factors are yet to be contextualised and tested within healthcare social media. Conceptualising the findings regarding the usefulness, barriers, external and other factors provides depth to the current literature. The current state of research regarding the adoption of social media in healthcare seems to lack insights from the perspectives of potential users, their perceptions and behaviours (Smailhodzic et al., 2016). To sum up, this novel framework is an important addition to the mainstream social media adoption literature in the healthcare context. Although the findings suggest that the factors mentioned above influence the social media adoption behaviours of health professionals; a cross-sectional survey could shed more light on the causality quandary. The findings of this phase can be considered for further empirical investigation.

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Exploring how customer experiences take place in social media

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Abstract:

This study examines the effect of customer experience in social media on customer inspiration with the mediating role of emotional attachment. Participants from 18 to 55 years of age who had a Facebook account were invited to participate in the study. A total of 308 responses correctly completed the online survey. Process SPSS macro was used to analyse the data. The results show that consumers' education and escapism experiences have a positive influence on customer inspiration. The education experience has a higher direct effect on inspiration than the escapism experience. Emotional attachment partly mediates the relationship between customer experience and inspiration for both the educational and escapism experiences. The results provide marketers with the guidance of which experience dimensions affect customer inspiration within a Facebook social media environment; while also advance a clearer understanding of how marketers can cue consumers' preferences using specific social media experiences.

Keywords: customer experience, inspiration, social media

Consumer's self construal and dissonance solving

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Abstract:

The massive usage of social media and soaring power of online influencers have created a huge challenge to marketing, psychology, and other technical disciplines to adopt a synthetic framework to understand why consumers are (or aren't) engaged with online communication and subsequent behaviours. Social media advertising, in particular, needs to address this challenge as the mismatch of the brand, brand ambassador and consumer self-construal has led to fatal negligence. This research adopts a map-mapping approach which is derived from the self-construal theory, to highlight six critical "gaps" with relevant to strategic marketing, brand management, communication, self-construal, demonstration, virtual agent pilgrimage, and social recognition. The results advance the self-construal theory and its's application in fashion marketing and cast a deeper light on brand identity and digital marketing communication theories.

Keywords: self-construal, luxury product, social media advertising

Introduction and Research Aim

Though it has been documented that consumer cognitive processes have impacted their luxury brand buying, the underlying mechanisms of how the discrepancies of brand, endorser, and their self-identity collectively determine the consequent engagement and actions remain unclear before being put into practice. In explaining the luxury fashion buyer's mind picture, this paper extended the self-construal concept into self- and enhanced self- concept and linked with the brand and online influencer characteristics to explain how the social media posts create expected engagement outcomes and buying opportunity.

The objectives of this research are: first, to map the different dimensions of product features from an empirical study conducted in luxury fashion buying market; second, to better understand differ consumer selves (Belk, 2013; Lin & Han, 2009) and their roles of affecting consumer perception of the implicit brand-endorser-self interactions in social media advertising context (Husic & Cicic, 2009); and third, to evaluate the effects of the in-between gaps of selves on influencing consumer online buying.

Methodology

This paper assembled 160 samples from Chinese social media platforms via a convenient online sampling approach. An online experiment was applied with a random assignment of one of four fashion product category (cosmetics, apparel, handbag, and digital accessories) with one of three online influencers (expert-typed, fan-endorsed, and status recognised) as brand endorser in the allocated scenario. To measure the perceived characteristics of personal, brand, and influencer identity, 28 semantic differential scale items raised and verified are used. To collect bias-free scores, participants are given a diagnostic pre-test of their self-identity via the scale before being showed the brand information. After a disguised session, the fashion product information with brand image is presented following by the measure of perceived brand characteristics and projective self-image on the brand via the same scale. Following another inserted disguised session, the assigned online influencer's information with a social media post picture of the brand was introduced to study in prior to measuring respondents' evaluation of brand endorser.

Results and/or Discussion and Contributions

Extraction of Dimensions of Self, Brand, Influencer Characteristics

Through exploratory studies in prior the experiment, interviewees contributed 28 different meanings they expected be understood via a fashion product. Authors adopted the semantic differential scale to measure through these items consumer's self-identity (62.343% variance explained), projective identity on the brand (66.714% variance explained), brand identity (68.645% variance explained) and influencer identity (63.070% variance explained). The factor analysis generates seven dimensions of meaning for all the measuring subjects, respectively as cognition, affection, heterogeneity, reference, aesthetics, complexity, and generalisability.

Type of Influencer and its Impact

The overall dissonance gaps of all influencer types are mapped with averages. It shows that generally the celebrity has the smallest dissonance level in all the six areas in contrast with opinion leader (the biggest) and cewebrity (the medium).

It's also found that influencer type has a significant impact on the formation of consumer brand gap (F=2.940, sig. 0.045) while the opinion leader as endorser has a smallest brand-consumer dissonance, celebrity medium, and cewebrity the biggest. With regard to the buying intention,

the celebrity endorser has the higher persuasion than opinion leader and cewebrity (F=2.864. sig. 0.050). However, if taking the content engagement for an analysis, opinion leader has a strongest trigger of the online action (F=3.339, sig. 0.038) and maintenance of buyer-seller relationship (F=3.198, sig. 0.044).

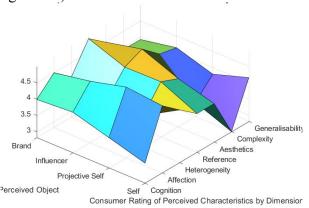


Figure 1 3D Surface Chart

Role of gaps and R.E.A.N. on Buying Intention

This paper develops a hierarchical regression model to regress the dissonance gaps with the cognitive relevance and their impacts on consumer buying intention. It suggested the following relations. The *cognition* component has a positive impact via self-recognition gap (B=.614, sig .046) and a negative impact via demonstration gap (B=-.714, sig .050) on buying intention. To shorten the *affection* component between the brand and the composed ad image in consumer mind (communication gap) gap (B=-.422, sig .047) can boost buying chance. From the other end reduce the *heterogeneity* component of image in ads communication (B=-.389, sig .047) may reach the same outcome. Consistent with the current knowledge, brand marketing needs to find out the most suitable spokesperson to endorse the brand. This is evidenced by a negative coefficient (B=-.472, sig .031) of the *reference* component in endorser- influencer gap with consumer purchase intention. The aesthetic expectation conflictions of brand -influencer (B=-.340, sig .042), brand-consumer self (B=-.454, sig .028) won't benefit the marketing outcome. However, the aesthetic difference of influencer image and projective self-image may impose a push in sales (B=-305, sig .053). The *complexity* dimension is tested to intensify the dissonance caused by the influencer and consumer cognitive discrepancy and therefore decrease sales (B=.309, sig .036). Last, the *generalizability* component in endorser gap (B= -.378, sig .024), demonstration gap (B= -.447, sig .002), role gap (B= .512, sig .003), are proved to alter the marketing consequence. The interaction test also reveals a fruitful collection of results showing that consumers bearing high, medium, low levels of tolerance of dissonance, demonstrated different patterns of online content buying interest.

Conclusion

After being primed with self-construal after the perceived brand image, this paper adopted three types of online influencer (i.e., forum expert opinion leader, celebrity and cewebrity) as fashion brand endorser, and mapped the self-construal of influencer and projective self via the same set of items among the sampled Chinese social media users. The findings showed, firstly, the measure items can be scaled down to seven major dimensions to outline the major meanings of observatory subjects; Secondly, the existence of self, projective self, brand and online influencer images can map six gaps respectively addressing some important marketing issues of interest and suggest a diagnostic implication of fashion brand positioning; Thirdly, interacted with the cognitive importance of dissonance of each gap, the priming gaps of dissonance were tested of their impacts on consumer buying intention via a hierarchical regression.

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The motivation to take the digital detox holiday

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Abstract:

This study examined motivational factors that drive people to take the digital detox holiday (DDH). We carried out a qualitative study followed by two quantitative studies. We identified nine motives of travellers to take the DDH: technology addiction, technology irritation, mindfulness, self-expression, social bonding, nature connectedness, relaxation, escapism, and novelty. Through testing the empirical model, we found that among the nine motivational factors, mindfulness, technology irritation, and self-expression were positively and significantly associated with the behavioural intention to take the DDH.

Keywords: Digital detox holiday, motivation, mindfulness

Introduction and Research Aim

The digital detox holiday (DDH) is defined as holiday making in the environment (e.g., resort, cabin, hotel) where the Internet and mobile signals are absent or digital technology usage is controlled. During a DDH, information and communication technologies (ICT) is absent or the access to ICT is severely restricted. The DDH arises in response to the increasing concerns over ubiquitous ICT use during holidays. Holiday makers may feel tied down by the constant need to check messages, respond to emails, and monitor presence at different social media platforms. Work-related communications and habitual social-media engagement may distract holiday makers from the holiday environment (Tanti & Buhalis, 2016) and prevent travelers from engaging in meaningful interactions with travel companions (Dickinson, Hibbert, & Filimonau, 2012). When involving in the virtual world, travelers are less focusing on the present moment, thereby losing exposure to new impressions and thoughts (Pearce & Gretzel, 2012). Travelers may also feel pressurized to show the live holiday experiences and check others' comments on social media to meet the 'ever-present expectation' in the digital era (Li, Pearce, & Low, 2018; Tanti & Buhalis, 2016). Therefore, there is a growing desire among travelers to switch off and silence the incessant babble of the information age.

After years of trumpeting the advancement of ICT like the improved WiFi speed and smart hotel rooms equipped with artificial intelligence and Internet of things devices, the hospitality industry is now waking up to the technology backlash in response to travellers' desires for temporarily leaving the wired world. However, the academic research is lagging behind considering the popularity of the DDH in the industry practice. Prior studies have explored media representation of digital-free tourism (Li et al., 2018) and discussed the influence of technology in the hospitality and tourism realm (Pearce & Gretzel, 2012; Tanti & Buhalis, 2016). However, there is little empirical research that looks into the motivation of the DDH.

The aim of this study is:

To examine the factors that motivate travellers to take the DDH.

We address two research questions in line with this aim:

RQ1: What are the factors that drive travellers to take the DDH?

RQ2: How do a) novelty, b) mindfulness, c) relaxation, d) social bonding, e) nature bonding, f) self-expression, g) escapism, h) technology addiction, and i) technology irritation respectively influence the traveller's behavioural intention to take a DDH?

Background and/or Conceptual Model

Motivation is the impelling and compelling driving force behind human activities. It comprises motivational factors that arouse, direct and integrate an individual's behaviors. We examined the motivational factors of the intention to take a DDH based on the uses and gratifications (U&G) theory. Uses and gratifications (U&G) theory was proposed in the 1940s to address individuals' behavior regarding the media, such as reading a magazine, watching the television, or listening to the radio (Wimmer & Dominick, 1994). "Uses" refers to individuals' usage of media platforms (e.g., reading, watching, listening); whilst "gratifications" means the intrinsically rewarding social and psychological needs (e.g., entertainment, credibility, escapism) that can be satisfied by using media outlets (Ruggiero, 2000). The theory contends that an individual's usage of a media outlet is a motivated behavior that is purposeful and goal oriented (Logan, 2013).

Methodology

Three studies were carried out to identify and empirically examine the motives for taking a DDH. We carried out a qualitative study among 20 travellers who have taken a DDH in the last one year to understand the motivations for the DDH. Based on the qualitative study findings, we conducted Study 2, a quantitative survey of 460 respondents, to explore the factor structure of DDH motivations. Study 3 was carried out to confirm the factor structure as well as test the relationship between motivations and behavioural intentions toward the DDH. Study 2 and Study 3 were carried out among a sample of travellers who have not taken a DDH. In Study 2, an exploratory factor analysis (EFA) using principal component analysis and varimax rotation method was used to extract the initial factor structure of the DDH motivations. In Study 3, a two-stage structural equation modeling (SEM) procedure using AMOS 25.0 was performed to test the factor structure and the hypothesized model.

Results and/or Discussion and Contributions

In Study 1, we identified nine motives of travellers to take the DDH: Technology addiction, technology irritation, mindfulness, self-expression, social bonding, nature connectedness, relaxation, escapism, and novelty. Based on findings from Study 1, we defined each motivation. Technology irritation is the displeasure and momentary impatience caused by the use of the internet and digital devices. Relaxation refers to being mentally relaxed and refreshed by performing activities of interest. Social bonding refers to the establishment and enhancement of social ties with family and friends. Escapism is the individual's desire to escape from unpleasant realities or to divert their attention from problems and pressures. Mindfulness refers to the presence of mind and concentration on the present. Self-expression denotes the individual's personality, identity, and self-concept. Technology addiction is a psychological state of maladaptive dependency on the use of technology. Nature connectedness refers to the extent to which an individual feels that he/she and the non-human natural environment are interconnected. Novelty is the appreciation and enjoyment of strangeness and novelty of sights and landscapes. In Study 2, the EFA results show nine factors with eigenvalues greater than 1. The nine factors extracted explained 77.30% of the total variance and the factor that captured the largest portion (37.08%) in the total variance is 'mindfulness'. In Study 3, we found that among the nine motivational factors, mindfulness, technology irritation, and self-expression were positively and significantly associated with the behavioural intention to take the DDH.

Implications for Theory and Practice

This study contributes to the current knowledge of DDH and digital-free tourism by applying U&G theory to explicate motivational factors that predict DDH travellers' behavioural intention. The empirical study proposes and tests the conceptual model that includes different types of motivation (technology addiction, technology irritation, mindfulness, self-expression, social bonding, nature connectedness, relaxation, escapism, and novelty) to stimulate DDH travellers' behavioural intention. The outcomes of this study offer a marketing communication plan for marketers of the DDH to target and attract potential clients based on their motivations. Based on our findings, we suggest that in the marketing material of the DDH, marketers should highlight elements related to travellers themselves, such as technology irritation, mindfulness, and self-expression.

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Assessing retweets: Exploring motives and affect dimensions

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Abstract:

Social media is fast becoming an integral element of a brands communication mix and understanding attributes of media behavior is becoming essential for success. We investigate the factors that influence eWOM diffusion on social media platforms by assessing the retweeting behavior. A total of 35,967 tweets are collected from leading political, celebrity and brand related twitter handles in India. Sentiment mining is employed to assess the positive affect, negative affect, power motive, achievement motive, and affiliation motive of tweets using LIWC software. Negative binomial regression is conducted to arrive at coefficients of association of retweets with the source related, tweet related, affective content related and motives related factors. Results provide novel and insightful directions to enhance the understanding of this phenomenon. The findings of this study provide immense academic and managerial contributions in the social media marketing applications.

Keywords: Twitter, Retweets, Power, Affiliation, Achievement, Affect

Fitness tracker brands on Facebook: A longitudinal content analysis

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Abstract:

This study investigates the usage of Facebook by fitness tracker brands to promote the brand to consumers over time on social media. A longitudinal content analysis was carried out by adopting a coding scheme based on prevailing literature. The Facebook posts of four fitness tracker brands: Fitbit, Garmin Fitness, Jawbone, and Misfit were analyzed across a four month time period (September - October) for four consecutive years (2015 - 2018). The content categories included message characteristics, message format, message appeals and other relevant elements. A longitudinal analysis of fitness tracker brands across four years reflects notable changes over time with respect to the usage of Facebook for social media marketing. Theoretical and managerial implications are discussed. This information will help practitioners to choose and design an effective social media marketing strategy for a fitness tracker brand.

Keywords: fitness brands, fitness tracker, Facebook, wearable technology, longitudinal analysis

Introduction and Research Aim

Wearable technology is emphasized to be the next generation of core products in the information technology industry (Chang et al., 2016). Wearable technology or wearable is defined as "electronics and computers that are integrated into clothing and other accessories that can be worn comfortably on the body" (Wright and Keith, 2014, p.204). Wearable technology refers to garments or accessories that are designed using electronics (King, 2011) providing information or entertainment to consumers (Buenaflor and Kim, 2013) while monitoring user information due to the close proximity to the human body (Svanberg, 2013). Within wearable technology, watches being the popular starting point, electronics is embedded into different fashion accessories such as a smart watch, bracelet, wristband or any other form of attachment (King, 2011). Wright and Keith (2014) predict that health and fitness sector would turn out be a dominant sector for the wearable technology or so-called fitness tracker market. "These trackers use accelerometers, that is, 3-axis inertial positioning sensors, to sense movement and combined with other user information, calculate steps taken, distance walked calories burned, and exercise intensity" (Prince, 2014, p. 91).

Wearables have a wide range of applications for the field of marketing, especially fitness and health tracking devices. Marketers greatly value information gathered through wearable devices since it helps them gather consumer insights that could be further employed to enhance customer experience (Kalantri, 2017). The marketers of fitness tracker brands promote through various means and social media, especially Facebook, has been one of such prominent digital platform through which marketers have been growing their businesses. This aim of this study is to investigate the usage of Facebook as a social media platform by fitness tracker brands to promote the brand to consumers and longitudinally establish whether and how the social media strategy has changed between 2015 and 2018.

This study contributes to the literature by conducting a longitudinal study between 2015 and 2018 while the existing content analysis study done by Pinto and Yagnik (2017) that had laid the foundations for content analytical research of fitness tracker brands on Facebook, was a cross-sectional study. Finally, this study provides suggestions for marketers to choose and design an effective social media marketing strategy for a fitness tracker brand.

Three research questions are addressed in line with the aim of this study:

RQ1: What is the shift of emphasis on message characteristics of the fitness tracker brands posts on Facebook over the four years?

RQ2: What is the shift of emphasis on message format of the fitness tracker brands posts on Facebook over the four years?

RQ3: What is the shift of emphasis on emotional appeal elements of the fitness tracker brands posts on Facebook over the four years?

RQ4: What is the shift of emphasis on rational appeal elements of the fitness tracker brands posts on Facebook over the four years?

RQ5: What is the shift of emphasis on marketing promotions elements of the fitness tracker brands posts on Facebook over the four years?

RQ6: What is the shift of emphasis on selling point elements of the fitness tracker brands posts on Facebook over the four years?

RQ7: What is the contribution of message characteristics, message format, message appeals, marketing promotions, and selling points in deciding the user engagement of fitness tracker brands on Facebook?

Methodology

This research adopted a longitudinal content analysis approach due to the nature of the research questions framed for the study. This study has applied previous content analytical framework utilized by Pinto and Yagnik (2017) while adopting a longitudinal approach and further added to the knowledge about social media (Facebook) marketing strategy of fitness tracking brands for a period of four years. A longitudinal content analysis was carried out for the Facebook pages of four fitness tracker brands: Fitbit, Garmin Fitness, Jawbone, and Misfit from 2015 to 2018. These four brands chosen were based on list of top fitness tracker brands adopted by Cummings (2015) and Ferguson et al (2015) which were sourced from Pinto and Yagnik (2017). The Facebook posts were analyzed during the month of April 2019 by selecting "all posts" provided in the Facebook filter and going back to a specific month and year. The data recorded for this study included engagement (likes, comments, shares), message format, message appeals (emotional and rational) and other relevant elements such as marketing promotions and selling points. Likewise, this data were recorded sequentially over four periods allowing the authors to manage a comparative longitudinal analysis. The inter-coder reliability method followed by authors for all the variables in the coding scheme was based on Reichert et al (1999) and Shen and Bissel (2013) until high inter-coder reliability were obtained.

Results and/or Discussion and Contributions

A one-way ANOVA performed in case of message characteristics revealed that only 'children' have shown increased emphasis whereas 'other objects' have lost emphasis over time. In case of message format, other than 'text' content all three elements (photos, graphics, and videos) have shown a significant shift of emphasis. 'Photos' for 2016 and 'graphics' for 2015 were significantly found higher in number while 'videos' were found to have increased significantly over the four years period. In case of elements of emotional appeal, except for 'guilt' and 'romance', all other emotional appeal elements (humour, fear, action, fantasy, status, happiness, and motivation) have significantly shifted the emphasis over four years. In case of elements of rational appeal, except for 'quality', all other rational appeal elements (price, performance, reliability, and characteristics) have received more emphasis. In case of marketing promotions, 'discounts' and 'gifts' have significantly increased over the years whereas 'co-branding' has reduced over time. Among selling point elements, there was insignificant shift of emphasis for 'innovation' and 'weight-management'. By compressing all the elements, we derived six basic elements (rational appeal, emotional appeal, message characteristics, message format, selling point, marketing promotions) and by applying GEE (Generalized Estimating Equations) we found the following model:

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Y = 4423 - 2939.65(RA) + 4474.67(EA) - 2580.23(MC) - 2231.19(MF) - 4527.25(SP) + 707.19(MP)
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It indicates that emotional appeal and marketing promotion related Facebook posts would drive higher engagement from Facebook users. These findings provide valuable contributions from marketing and branding perspective. Furthermore, it also provides important longitudinal insights on the effective use of Facebook to build positive brand associations.

Implications for Theory and Practice

This research validates our current knowledge on fitness tracker brands and Facebook marketing. It longitudinally establishes how the social media strategy has changed over time. Although extensive research has shown the Facebook marketing of fitness tracker brands in a point-in-time examination, relatively little work has empirically researched this influence over time. This research by conducting a comparative longitudinal analysis was able to

discern changes and unveil general developments from distinct periods. This study would provide insights that would help practitioners to establish a more comprehensive view and longitudinally evaluate how fitness tracker brands engage with the consumers on Facebook.

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Customer return engagement behavior: Impact on sales return

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Abstract:

With the rise of Internet shopping in recent years, the behavioral dimension of customer engagement and hence product reviews have gained prominence. Reviewers who return products can provide firms with the information provision that may have caused the misfit and can help to better understand for what kinds of customer their products are suited for. With the development of text analysis tools, we can now gain a better understanding of consumers' behaviors by decoding textual content automatically. Online customer return reviews (OCRR), sales rankings and characteristics of return reviews data is collected from Amazon.com. The Stanford Dependencies package (Python software) is used for word embedding, obtaining product feature words and quantify their intensity. Positive OCRRs have a positive impact on sales ranking, whereas negative can have either positive or negative effects on sales ranking. A quasi experiment is run for various products to illustrate the methodology and interpret the results.

Keywords: Online customer return reviews, customer engagement, sales performance

Introduction and Research Aim

Previous studies about reviews explore the relationship between reviews and consumers' online behaviors based on the simple statistics of product attributes and reviewers' emotions. While the OCRR remains undetermined, the existing approaches tend to treat many reviews as independent entities, ignoring the relationship between reviews to some extent. In this study, we focus on whether customer return engagement behavior impacts sales performance and investigate the impact of return reviews on sales rankings. Positive product return experiences will lead to positive return reviews, and most likely to future purchases with the same firm, as well as an increase in positive word of mouth communication about and referral of the firm. We enrich this field by examining reviews' textual content using improved linguistic inquiry. Furthermore, we will also investigate whether characteristics of return reviews moderately impact sales performance. This study aims to provide marketers with the perspective that customers who return their purchases can provide very valuable feedback regarding the information provision that may have caused the misfit and can help firms better understand for what kinds of customer their products are best suited. There is a difference between product reviews and return reviews. For example, one factor of comparison might be about the type of firm procedural information that is publicized. In a product review it is entirely the purchase procedures but in returns it is the exchange process. It can also provide visibility of gray areas in the return policy and a lived experience that makes the return policy more concrete.

Products have been widely studied in the literature, but research into the customer return experience process and return reviews is still in its infancy. The extant research has only focused on customer reviews of their initial product purchase but product review from a return Zhu and Zhang (2010) demonstrated that online review valence positively influenced the sales of less-popular reviews and their impact on sales. Sen and Lerman (2007) showed that negativity bias influences the helpfulness rating of online reviews for utilitarian products. For utilitarian products, negative reviews received a disproportionately larger number of helpfulness ratings than did positive reviews. Furthermore, research shows that the effect of negativity bias is stronger on females than on males (Bae and Lee 2011). Cui et al., (2012) study the impact of valence and volume of online reviews on new products from Amazon and showed that negativity bias exists. In an interesting study, (Berger et al., 2010) demonstrated that negative reviews could even increase the sales of products. They argued that it depends on the existing awareness and accessibility of products.

The relevance of linguistic style match (LSM) in review settings is evident in research on the criticality of source characteristics in persuasion contexts (Pornpitakpan, 2004). LSM influences the perceived representativeness of the sender and influences the effectiveness of affective content conveyed in reviews. Content analysis of return reviews will provide information about the reviews and their impact on return behavior.

The aims of this study are:

- 1) To investigate how online customer return reviews impact sales performance.
- 2) To identify moderating effects of characteristics of reviews on sales performance.

The conceptual model of this study investigates the impact of independent variable OCRR on the dependent variable sales performance and then looks at the effects of moderating factors on the dependent variable. The customer return engagement behavior construct discusses reasons for and descriptions of product returns. Customers usually in their return reviews discuss their positive or negative experiences, which impacts sales performance (measured by sales rank of each product). Number of product attributes, number of words in a review and positive or negative valence of a review moderate the impact of valence of words between the independent and dependent variable.

By increasing consumers' awareness and taking appropriate measures regarding negative reviews in a timely manner the firm can limit these reviews' effects on sales performance and negative word of mouth (Kumar et al., 2010). It is possible that spreading negative reviews to a wider network of customers can be damaging, as more people will learn about the problems and regard the firm and its products negatively. Such engagement initiatives decrease firm value (Beckers et al., 2017).

Methods and Analysis

In this study, data for Online product return reviews and sales ranks will be collected from Amazon.com (Cao et al., 2011; Zhu and Zhang, 2010). Amazon's selection for this study is justified because of its popularity, its size and unrestricted accessibility of entire review. Review volume, review valence and sales are the most common used data in the past. A dependency tree describes structure of a sentence by relating the words in terms of binary semantic or syntactic (Jurafsky, 2009). Cleaning sentences for each return review and then parsing into dependency tree will be done initially. Stanford Dependencies package (Python software) will be used for word embedding, obtaining product feature words, to identify sentiment words and quantify their intensity. SentiicNet (Cambria et al., 2016) sentiment dictionary will be used for linguistic inquiry and word count before correlation and regression analysis is run to identify the impact of OCRR on sales performance. Interrupted time series and moderator regression analysis will be performed once the return reviews observational data of hedonic and utilitarian products is obtained from Amazon and other sources such as Wayback machine.

Results, Discussion and Contributions

Initial data from Amazon will explore consumer return engagement behavior to build theory for empirical testing. Return reviews content analysis and their impact on sales performance (sales rank) will be identified. The likely benefit of return reviews is that the firm can observe and directly respond to both positive and negative customer reviews with accurate information. Proper strategies should be designed to improve the process, service, and/or product(s) of online shopping. Dissatisfied customers usually write negative reviews and management should identify shortcomings to improve and to satisfy customers. Satisfied customers will engage with the firm and bring more customers in the future. Firms can use the interactivity to monitor procedural visibility; in the case of positive procedures they can enhance future purchases, and if procedures are negative firms can act to fix them. Main contributions of this study are for the platform designers that how they encourage product return reviews. They could inform sorting such that giving customers access to these types of reviews may improve their shopping experience.

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Information acceptance – A study on the different influences of real and virtual peers on adolescents

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Abstract:

The orientation towards peers should reduce uncertainties regarding consumption decisions especially during adolescence. Due to the advancing digitalization, this no longer only affects peers in the real world, but also peers in the virtual world. As a result of the rise of the social media, so-called influencers assume an advisory function that was previously assigned to friends. Influencers are seen as opinion leaders. The central question is whether there is a difference in the perceptions of these two types of peers and if so, which characteristics differ and how this affects the adaptation of information. A field study with adolescents investigated whether virtual and real peers vary in terms of credibility, information quality and ulterior motivation skepticism and how this affects the acceptance of consumer information. The results indicate that information from friends is more likely to be accepted than information from virtual peers mediated by credibility, information quality and ulterior skepticism.

Keywords: Adolescents consumer behavior, interpersonal influence, analog and virtual peers

Introduction and Research Aim

It has been a long time the central characteristics of teenage consumer behavior that teenagers mainly shop in the company of peers and that they do so mostly in small groups of friends (Tootelian & Gaedeke 1992). This is especially reasonable since it is in line with a primary feature of adolescence, which is being influenced by friends (Ennett & Bauman 2000). They are inexperienced in many areas of life and are therefore uncertain about how to behave. Peers provide orientation and play a major role in reducing these behavioral uncertainties (Steinberg & Monahan 2007). This also applies to consumer behavior. But the change to a communication society has also changed the way the interpersonal search for information is conducted. Since the emergence of the Internet, consumers are able to share their opinions with others without a face-to-face interaction. Teenagers in particular no longer seek consumer information only within their friends, but increasingly use the Internet and social media to inform themselves about products and services. Social media websites create a virtual space in which consumers can exchange their experiences, obtain and provide product information (Kozinets et al., 2010). The information can be seen and shared by millions of users. As a result, a new form of opinion leader has developed - so-called Internet celebrities or influencers, who produce user-generated content and distribute it to a wide audience via the world wide web (Uzunoglu & Kip, 2014). Teenagers in particular consume the content of influencers and are heavily influenced in their consumer behavior by them (MFS, 2017). However, previous studies in this field of research have focused on the characteristics of influencers and their influence on brand perceptions via parasocial interaction (Djafarova & Rushworth, 2017). What has been completely ignored so far, however, is the comparison between analog peers and virtual peers (influencers).

The aim of the study is:

To compare the two types of peers in terms of key determinants of information acceptance.

Three research questions are addressed in line with this aim:

RQ1: Is there a difference in the perceptions of these two types of peers?

RO2: In which characteristics differ analog and virtual peers?

RQ3: Which type of peers is more decisive for influencing consumer decisions?

To answer the research questions, we adapted the information acceptance model (IAM) from Sussman & Siegal (2003). They applied the elaboration likelihood model (ELM) to explain how individuals are affected by information that they obtain. According to the ELM, people can process information in two ways: central and peripheral. In the central route, people consider issue-relevant information and arguments while in the peripheral route people are affected by other factors such as attractiveness or expertise of the communicators. Both routes to process information were reflected as two components in IAM: information quality (central route) and source credibility (peripheral route). Due to the fact that influencers only rarely provide information without an ulterior motive and are often paid for it, the variable ulterior motivation skepticism was added to the model.

Research Design and Sample

To test the research hypotheses, a quantitative method including an online survey was used. The study was conducted in Germany and took place during lessons in school. To test the differences between analog and virtual Peers, participants were randomly assigned to one of two treatments. 213 adolescents answered questions about influencers and 221 about friends. Students self-report on their influencer of choice and reflect accordingly. Participation in the study was voluntary. Teenagers with an age range of 13 - 19 years were interviewed. Participants average age was 16.9 (SD 1.79).

Procedure and Measures

The independent variable information source is a dummy variable. Either participants have been asked about the influence of the influencer they follow and consume most frequently or their friends as shopping companions. For the other constructs, scales that were established in the literature were used. Items from Ohanian (1990) were adapted to measure perceived trustworthiness (α = .927) and perceived expertise (α = .944) with the help of a seven point semantic differential scale. The other mediators information quality (Teo et al., 2009; α = .903) and ulterior motivation skepticism (Skarmeas & Leonidou, 2013; α = .899) were measured on seven-point rating scales (anchored at 1 = totally disagree and 7 = totally agree). Following Walthen & Burkell (2002) respondents were asked about the probability of acceptance of the referral (r=.897). The questionnaire closed with questions concerning participants' sociodemographic information.

Results

We estimated the conceptual model using PROCESS (mediation model 4 with 95% biascorrected confidence intervals [two-tailed test]; bootstrap sample of n=5000), an SPSS macro provided by Hayes (2013). This type of analysis is a regression-based approach, which is particularly appropriate for testing mediation or moderated mediation models when using small sample sizes (Hayes, 2013). The size of the indirect effect is calculated with a biascorrected bootstrapped confidence interval. Path coefficients are provided in Figure 1.

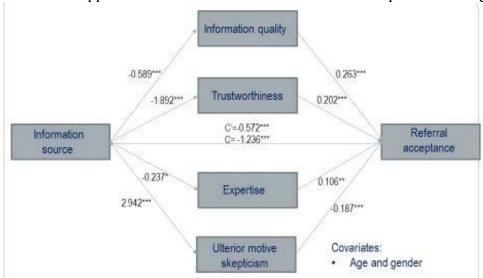


Figure 1: The effect of information source on referral acceptance

In order to investigate the direct path between the information source and the acceptance of the information, a simple regression has been calculated. It was found that information is more likely to be accepted by real peers than by virtual peers (B=1.236, p < .001). Results are shown in Figure 1 using the B coefficients. However, it was found that the perceived expertise is greater among friends than among influencers (B=-.237, p < .05). The same result was found for the quality of information (B=-.589, p < .001). The confidence intervals of the indirect effects did not include 0. Furthermore, the relationship between the source of information and the acceptance of the referral was partially mediated.

Discussion and Contributions

The literature shows the immense influence of peers on the consumer behaviour of adolescents (Mangleburg et al., 2004). Thus, this research responds to the call to expand the consumer behaviour of young people, especially the influence of interpersonal information sources

(Gentina & Bonsu, 2013). To improve the understanding of the teenage segment, we investigated the impact of two of the probably most influential sources of information for adolescents. Until now, influencers have been compared with conventional advertising media or celebrity testimonials. But the really important question of the extent to which virtual peers serve as influencers for teenagers has been underdeveloped. We were able to show that the two peer groups differ considerably in perception, which leads to referrals being more readily accepted by friends than by influencers. Influencer recommendations trigger a strong sense of conviction, which is reflected in consumers' greater scepticism. The recommendation of influencers often creates the impression of selfish intentions rather than mere information.

Implications for Theory and Practice

This research makes contributions to theory by (1) increasing knowledge about the consumer behavior of adolescents; (2) application of the IAM to explain a highly current development with regard to consumer behavior information acquisition.

There are two areas of managerial implications that contribute to practice: (1) The influence of friends should not be underestimate, especially the influence of shopping companions. Retailers should promote joint shopping; (2) Careful selection of influencers with high authenticity and few brand cooperations to dispel the suspicion of advantageous product recommendation.

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International Marketing

Clarity of country of origin labelling

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Abstract:

Introduction of The Consumers' Right to Know (Country of Origin of Food) Act 2018 requires mandatory provision of country of origin (COO) information for single component foods sold in New Zealand. This paper used Best-Worst Scaling to examine consumers' preferences for font size and positioning of COO information for fresh packaged beef. Overall, the findings support mandatory provision of COO information, with a clear ethnocentric preference for beef of local origin. However, clarity of labelling is also important with a clear preference in favour of a larger font size to promote visibility of COO information. There was also some preference for placement of COO details with other product information such as price, rather than appearing in isolation elsewhere on the packaging. As details of the new labelling requirements are still be finalised, this study has implications for guiding regulatory decisions.

Keywords: Country of origin labelling, meat, public policy

Rapid multinationalization: Value outcomes and capture processes

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Abstract:

Current international business (IB) literature suggests that rapid multinationalization may lead to better value outcomes than traditional exporting, but empirical insights on what exactly these value outcomes are, or how they can be captured remain elusive. To address this gap, we integrate IB and customer value research, and conduct a qualitative multiple case study with eight rapidly multinationalized firms. The findings reveal i) the value outcomes that rapid multinationalization generates to different stakeholders, and ii) the value capture processes that rapidly multinationalizing firms use to claim these value outcomes. Overall, this study contributes to several key areas in the contemporary IB and customer value research, where value outcomes and value capture processes in rapidly multinationalizing firms are critical, but poorly understood issues.

Keywords: value outcomes, rapid multinationalization, new ventures

Investigating country of origin and brand trust

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Abstract:

A brand's association with a country influences consumers' trust for the brand. However, the role of trust has not adequately been investigated in studies associated with country of origin (COO). This study investigates the mediating role of two components of trust (i.e. benevolence and competence) in the relationship between country of origin cues (brand origin and country of manufacture) and consumers' willingness to pay a higher price. Data were obtained via an online survey of Australian consumers and analysed using structural equation modelling. The results suggest that the influence of brand origin and country of manufacture on both components of trust was positive and significant. However, the influence of brand origin and country of manufacture on willingness to pay a higher price was mediated by only one component of trust (benevolence). The results of this study can be used to inform brand strategies relating to origin-related information.

Keywords: Country of origin, brand trust, willingness to pay a higher price.

Introduction and Research Aim

Country of origin (COO) is one of several cues that influence brand outcomes (Roth and Diamantopoulos, 2009). Although there is a close relationship between COO and trust, this relationship has not been fully investigated (Jiménez and Martín, 2014). In addition, recent COO and studies associated with trust suggest multiple components of the COO and trust constructs. This study attempts to investigate whether the influence of two components of COO, namely brand origin and country of manufacture, on willingness to pay a higher price (W2P) is mediated by two components of trust (benevolence and competence).

The aim of this study is:

To investigate the mediating role of brand trust in the relationship between COO cues (brand origin – BO and country of manufacture – COM) and the consumers' willingness to pay a higher price for the product among Australian consumers.

Background

Consumers are increasingly becoming conscious of the origins of branded products (Webb, 2015; Johnson et al., 2016). Due to the globalisation, a brand may be associated with several countries where the value-creation processes occurred (Johnson et al., 2016). For example, HP brand originates from the US while it is manufactured in China. Similarly, recent studies suggest that brand trust is a multi-dimensional construct. For example, brand trust has multiple components such as competence, predictability, benevolence and integrity (Hegner and Jevons, 2016; Li et al., 2015)

The stereotype content model (SCM) (Fiske et al., 1999) and cue utilisation theory (Cox, 1967; Olsen, 1972) provide the theoretical foundations of this study. BO and COM cues of a brand may invoke consumers' trust that the brand is competent, honest and trustworthy to deliver necessary solutions only when the countries in question are considered competent and honest in producing brands. This current study proposes that trust potentially mediates the relationship between COO cues and the consumers' willingness to pay a higher price (W2P). When a brand is trusted based on its association with certain countries, this reduces the perceived risk and increases the consumers' feeling of confidence that eventually increases their desire to pay a higher price for the brand. The foregoing discussion lends itself to our proposed conceptual model presented in Figure 1.

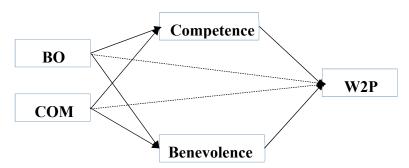


Figure 1: The proposed conceptual model

Hypotheses development

Generally, consumers associate brands with certain countries and this association invokes a stereotype of the quality of the brands (Johnson et al., 2016). It is suggested that positive or negative stereotypes related to the countries may influence the trust of certain brands (Diamantopoulos et al., 2009; Maher and Carter, 2011). That is, country related stereotype influences consumers' brand related judgment, i.e., whether the brand is competent, benevolent and honest. Consequently, trust for the brands is likely to promote favourable perceptions and behavioural purchase intentions for the brand (Lau and Lee, 1999). The hypotheses are presented below:

- H1: BO is positively related to a) competence and b) benevolence.
- H2: COM is positively related to a) competence and b) benevolence.
- H3: Competence is positively related to the consumer's willingness to pay a higher price.
- H4: Benevolence is positively related to the consumer's willingness to pay a higher price.
- H5: Competence mediates the relationship between a) BO and b) COM and the consumer's willingness to pay a higher price.
- H6: Benevolence mediates the relationship between a) BO and b) COM and the consumer's willingness to pay a higher price.

Methodology

An online market research company was used to collect a total of 385 completed surveys from Australian consumers. Overall, the demographic distribution of respondents was in line with that of the Australian population published by the Australian Bureau of Statistics. All items used in the survey were taken from previously validated scales and Likert type scales ranging from 1 (strongly disagree) to 7 (strongly agree) was used.

Common method variance (CMV) was addressed in pre and post-hoc stages. Specifically, three statistical methods, i.e., Harman's single-factor test, single unmeasured latent method factor (Podsakoff et al., 2003) and marker variable technique (Malhotra et al., 2006) were used in the post-hoc stage. Finally, the data were analysed by structural equation modelling using 5000 bootstrap samples with 95% confidence interval proposed by Hayes (2018).

Results

The measurement model was examined using confirmatory factor analysis (CFA). The composite reliability ranged from 0.80 to 0.89, and the average variance extract ranged from 0.55 to 0.73, suggesting convergent validity. These were higher than the squared correlation estimates of any two constructs, suggesting discriminant validity (Hair et al., 2010).

All hypotheses were tested using structural equation modelling (SEM). The fit indices ($\chi 2$ (178) = 369.60, p = 0.00; $\chi 2/_{df}$ = 2.07; CFI = 0.96; TLI = 0.95; RMSEA = 0.05) indicated good model fit (Hair et al., 2010). The results demonstrated that brand origin and country of manufacture had significant positive relationship with competence (β_{BO} = 0.45, p < 0.001; β_{COM} = 0.47, p < 0.001) and benevolence (β_{BO} = 0.47, p < 0.001; β_{COM} = 0.21, p < 0.001), supporting H_{1a}, H_{1b}, H_{2a}, and H_{2b}. Similarly, benevolence (β = 0.76, p < 0.001) had significant positive relationship with W2P, supporting H₄ but no such support was found for H₃. In addition, the direct influence of COO components on W2P was found to be insignificant suggesting the presence of mediating variable in the direct relationship. The bootstrap confidence intervals (CI) suggested that benevolence mediates the relationship between BO and W2P (β = 0.40, CI = 0.27 to 0.59) and COM and W2P (β = 0.14, CI = 0.06 to 0.27). That is H_{6a} and H_{6b} were supported. By contrast, since competence is not significantly related to W2P. H_{5a} and H_{5b} were not supported.

Implications for Theory and Practice

The strategic use of origin information in brands is growing with increasing consumers' concern for the origins of products and brands (Johnson et al., 2016; Magnusson et al., 2011). This study will assist international brand managers when using each component of COO cues strategically. In addition, the mediation analysis of this study suggests that the relationship between COO and brand outcome is better explained when brand trust is considered. This result builds on the inconclusive findings of recent COO studies (Johnson et al., 2016; Samiee, 2010; Usunier, 2006). Finally, no studies so far have investigated the relationship between trust and COO using the lens of multiple components. (Jiménez and Martín, 2014)

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Culture and consumer cosmopolitanism: Glocalization vs confucianism

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Abstract:

As East Asian markets become *the* markets of the 21st century, international marketers, scholars and policy makers struggle to catch up with their unparalleled demand-side transformations. We focus on young-adult consumers (in their 20s), as a consumer demographic cohort driving market demand and seen as an archetypal segment in terms of globalization and acculturation to a global consumer culture. We test socio-psychographic determinants of consumer cosmopolitanism, applying a cultural lens. A three-country matched-samples' study of youngadult consumers from China, Japan and Poland (yardstick) points to a generation-specific nature of consumer cosmopolitanism as an international marketing construct. Testing a series of covariance-based structural equation models, we find that separate consumer cosmopolitanism dimensions are influenced more by prudence than tradition. In some cases, consumer innovativeness further acts as a moderator. We discuss theoretical implications for cross-cultural research and international marketing, as well as provide suggestions for international marketers.

Keywords: Young-adult consumer cosmopolitanism, Confucianism, Personal culture orientations.

Introduction and Research Aim

The discussion of marketing's role within the postmodernity narrative is not new (Firat & Dholakia, 2006). What is novel is the realisation that we need to re-examine the challenges and opportunities of (de)globalization; also, in terms of consumer culture theory within marketing. We need to transcend traditional convergence-divergence and global-local antinomies associated with marketing in terms of markets (Witt, 2019), consumers (Steenkamp, 2019) and cultures (Venaik & Brewer, 2015). East Asian markets have been shaped by Confucianism, particularly China. They have been both causes of disruption, as well as contexts in which unparalleled demand-side transformation is juxtaposed against unprecedent socio-cultural changes (Ladhari, Souiden & Choi, 2015). In these markets, the interaction between tradition and modernity seems to be fraught with myriad paradoxes. In many ways, the so-called "chopsticks" analogy goes beyond stressing the importance of adapting global marketing practices to local consumer characteristics, customs and values (Fam, Yang & Hyman, 2009). At its core, it relates to the interplay between traditions and modernity (Zhou, Lee & Hyman, 2017).

We look at a particular consumer demographic cohort (young-adult consumers in their 20s), which drives the majority of market consumption and economic growth in East Asia (Davies & Raskovic, 2017). In terms of consumer culture theory, this cohort is seen as an "archetypal global segment" (Sobol, Cleveland & Laroche, 2018, p. 342). The aim of our study is to test the influence of socio-psychographic determinants related to personal culture orientations (PCOs) on consumer cosmopolitanism (Rifler & Diamantopoulos, 2009). In addition to independence and ambiguity intolerance, we also test two Confucian PCOs (tradition, prudence). We add to the seminal work by Cleveland et al. (2011) on the impact of individuallevel values and culture-level values on consumer cosmopolitanism by examining it from the perspective of Confucianism (Fam, Yang & Hyman, 2009). Our research questions

- **RQ1:** Can young-adult consumers be thought of as an archetypal global segment, even across East Asian and non-Asian (western) markets?
- **RO2:** Which personal-culture orientations influence consumer cosmopolitanism and how?
- **RQ3:** What role does Confucianism play in driving young-adult consumer cosmopolitanism in East Asia?
- **RQ4:** To what extent are these influences moderated by consumer innovativeness?

Conceptual Model

Our conceptual model tests the impact of four personal culture orientations (independence, ambiguity intolerance, prudence and tradition) by Sharma (2010) on consumer cosmopolitanism. This was conceptualized by Riefler and Diamantopoulos (2009) as consisting of three dimensions: open mindedness, diversity appreciation and consumption transcending borders. Consumer innovativeness (Baumgartner & Steenkamp, 1996), is further tested as a potential moderator. The model also includes age and experience abroad as control variables. Independence has been included as an identity-based personal culture orientation (PCO); particularly important for young-adult consumers (Raskovic et al., 2019) and also linked to global citizenship identification (Bartsch, Rifler & Diamantopoulos, 2016). Ambiguity intolerance has been included due to its link to both country of origin effects (Lee, Garbarino & Lerman, 2007) and consumer innovativeness (Steenkamp, Hofstede & Wedel, 1999). Both prudence and tradition correspond to so-called Confucian dynamism (Bearden, Money & Nevins, 2006). Testing the direct influence of these four PCOs on consumer cosmopolitanism is grounded in the seminal work by Cleveland et al. (2011), which has shown that individuallevel cultural values are better predictors of consumer cosmopolitanism than national culture dimensions. In terms of an underlying theoretical framework, we draw on

Consumer Culture Theory (CCT) as "a distinctive body of theoretical knowledge about consumption and marketplace behaviors" (Arnould & Thompson, 2005, p. 868) which we further link to the literature on developing semiglobal marketing strategies (Douglas & Craig, 2011) and recent advances in cross-cultural research within the international business literature (Tung & Stahl, 2018).

Methodology

Matched samples we collected in China, Japan and Poland (yardstick) based on age, gender, level of education and urban background. We tested for measurement invariance in LISREL 10. Analysis established configural invariance of all constructs across three samples ($\chi 2=1559$, df=693; CFI=0.90, RMSEA=0.07). Chi-square contribution was relatively balanced (Poland: 29%, Japan: 42%, China: 29%). We employed a two-step approach for testing common method bias. After running Harman's single-factor test, we employed a marker variable test. No major issues were identified. A series of covariance-based structural equation models (SEMs) were tested across the three country samples and on pooled data. Consumer cosmopolitanism could not be tested as a second-order reflective latent construct. Consumption across borders could not be tested as part of the consumer cosmopolitanism construct, as a second-order construct. The other two dimensions (open mindedness, diversity appreciation) were tested separately.

ResultsBelow, is the summary of the results of our hypotheses testing based on SEM (LISREL 10).

Hypotheses	China (n=205)	Japan (n= 324)	Poland (n=202)	Pooled (=731)
independence → open-mindedness	NO (β=.02; t=.36)	YES (.15; 3.07)	NO (06; -1.15)	NO (.04; 1.56)
independence → diversity	NO (.02;16)	YES (.012; 1.96)	NO (05;57)	NO (.02; .33)
ambiguity → open-mindedness	NO (.01; .09)	YES (12; -2.57)	NO (.01;20)	YES (13; -4.80)
ambiguity → diversity	YES (.28; 2.32)	YES (14; -2.17)	YES (.11; 2.19)	YES (10; -2.32)
tradition → open-mindedness	NO (.16; 1.64)	NO (.04; .35)	NO (.03; .89)	NO (.04; .79)
tradition → diversity	NO (.01; .06)	NO (21; -1.15)	NO (01;14)	YES (16; -1.96)
prudence → open-mindedness	YES (.29; 3.65)	YES (.74; 5.88)	YES (.13; 2.50)	YES (.20; 5.56)
prudence → diversity	YES (.41; 3.22)	YES (.83; 6.56)	NO (.03; .55)	YES (.27; 4.91)
$CIN \rightarrow (indep. \rightarrow open-mind.)$	NO (.02; .46)	NO (05;97)	NO (02;59)	NO (.01; .25)
$CIN \rightarrow (indep. \rightarrow diversity)$	NO (.05; .54)	NO (01;19)	NO (.03; .52)	NO (.04; .76)
$CIN \rightarrow (ambiguity \rightarrow open-mind.)$	NO (.06; 1.01)	YES (10; -2.04)	NO (.06; 1.53)	NO (01;43)
$CIN \rightarrow (ambiguity \rightarrow diversity)$	NO (02;16)	NO (02;25)	YES (14; -2.20)	NO (.01; .12)
$CIN \rightarrow (tradition \rightarrow open-mind.)$	NO (0;07)	NO (02;31)	NO (04; -1.07)	NO (02;49)
$CIN \rightarrow (tradition \rightarrow diversity)$	YES (.26; 2.08)	NO (02;27)	NO (05; -1.03)	NO (01;10)
$CIN \rightarrow (prudence \rightarrow open-mind.)$	NO (06; -1.13)	NO (01;23)	NO (07; -1.66)	YES (08; -2.42)
CIN → (prudence → diversity)	YES (32; -3.08)	NO (08; -1.21)	YES (18; -2.67)	YES (20; -3.72)
Model fit statistics	□ ² =1468.76 (.000) RMSEA = .10 RMR= .07 CFI=.89	□ ² =1135.79 (.000) RMSEA = .08 RMR=.09 CFI=.91	\Box^2 =939.08 (.000) RMSEA = .08 RMR=.09 CFI=.90	□ ² =2547.99 (.000) RMSEA = .09 RMR=.09 CFI=.90

Discussion

In terms of the tested PCOs, our results show a complex picture of effects which vary across the three countries. This challenges the alleged homogeneity and "archetypalness" of the young-consumer cohort even within Confucian East Asia, as well as prior research on personal culture determinants of consumer cosmopolitanism by Cleveland et al. (2011). Looking specifically at the two Confucian PCOs, prudence is the only PCO influencing diversity appreciation, as a dimension of consumer cosmopolitanism in China and Japan, while it has a significant impact across all three countries in terms of open mindedness. Tradition, on the other hand, doesn't have a significant impact on either. Consumer innovativeness does act as a moderator, but only in a few select cases. It is hard to say it acts as a general moderator.

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Building international key accounts: Drivers and constraints

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Abstract:

This study focuses on the internationalization of smaller entrepreneurial firms who lack necessary resources for internationalization such as foreign market knowledge and networks. The paper adopts a transaction cost theory and a social exchange theory to understand which factors explain the creation and development of successful long-term key accounts in international markets. An in-depth case study method was used to investigate successful and unsuccessful business-to-business partnerships between the exporter and its international key accounts. We found that despite of higher transaction costs, the entrepreneurial firm was able to build successful long-term key accounts with larger partners facilitated by partnership advantages. Specifically, the relationship benefits compared with alternatives, the relationship quality and knowledge sharing in the dyadic relationship explained the international key account success. The study findings help entrepreneurs to overcome the resource gaps and build long-term partnerships with larger international customers

Keywords: International Key Accounts, Transaction Costs, Social Exchange Theory

Introduction and Research Aim

Smaller entrepreneurial firms (International SMEs) face liabilities when going to international markets. These firms are wrestling with limited resources, legitimacy issues, long psychic distance and limited access to foreign networks (Aldrich & Auster 1986; Stinchcombe 1965; Hymer 1976; Johanson & Vahlne 2009). Additionally, their international sales orientation is often lacking due to limited experience and skills in international selling. Firms also have challenges with foreign client involvement due to resource asymmetries, the fact that they are often significantly smaller than their customers and that their reputational capital is low. (Zahra 2005). Lastly it is their leadership skills that are often undeveloped within inexperienced founding teams that can influence negatively on organizing a small team so that the key customer relationships can be identified, maintained and developed. This is vital in order to build sustainable competitive advantage (Gruber, Heinemann, Brettel & Hungeling 2010).

There has been surprisingly little discussion about the role of key accounts of international SMEs. Knowing the potential of these long-term relationships, being a source of competitive advantage in business-to-business sectors (Dyer & Singh 1998), we want to understand the mechanisms behind successful and unsuccessful long-term international key accounts. The current research has predominantly focused on larger manufacturers in business-to-business context, and adopted the supplier view only (Guesalaga, Gabrielsson, Rogers, Ryals & Cuevas 2018). Respectively, we extend the current understanding and explain the development of successful long-term business relationships in mutually dependent and symbiotic dyadic relationships.

Consequently, our research question is: which factors explain the creation and development of successful and unsuccessful international key accounts? Specifically, we examine whether the transaction costs and/or the long-term partnership advantages of the social exchange theory could explain this phenomenon. We define transaction cost theory as finding, negotiating and monitoring the actions of potential partners. Therefore, transactions and the costs of completing transactions by one firm to another can be analysed through the transaction costs theory (Williamson 1975). A firm that follows this logic internalizes those functions that they are able to perform at a lower cost and rely on the partners for those functions where other providers have an advantage (Coase 1937; Gabrielsson 1999). Additionally, a small number of potential and available partners can urge a firm to opportunistic behaviour when realizing that the partner cannot be easily replaced (Williamson 1975). Also, uncertainty and bounded rationality together can cause rationally incomplete decisions and contracts (Williamson 1975).

Respectively, partnership advantages relate to the competitive advantage that long-term relations between the exporter and importer can provide. The concept is originally drawn upon social exchange theory (SET) providing a theoretical foundation for evaluating outcomes provided by partners in an interdependent relationship (Thibault & Kelley 1959). Social exchanges are being defined as "voluntary actions of individuals that are motivated by the returns they are expected to bring, and typically do in fact bring, from others" (Blau 1964, 91). In line with Sethuraman, Anderson and Narus (1988), we define partnership advantages as "the extent to which there is mutual recognition and understanding that the success of each firm is in part dependent upon the other firm, and where because of this, each firm takes actions to provide a coordinated effort that is focused upon jointly satisfying the requirements of the customer marketplace". Here we focus on three dimensions that are: benefits compared with alternative partners, relationships quality with insider including trust, commitment and goal congruence, and knowledge sharing between the international SME and its partner.

When investigating successful and unsuccessful international key accounts, we focus on customer loyalty and customer profitability (Le Bon & Herman 2015). According to the authors, the success of each key account is monitored through three critical success factors (CSFs): (1) Financial growth, (2) Sales of products newly sold to the key customer, (3) Innovation of new products to the key customer.

Methodology

We chose a case study method (Yin 2009) to be able to consider interactions among people, decision processes, and outcomes in the business-to-business sales context. Given the difficulty of gaining an in-depth understanding of a complicated phenomenon, such as the key account relationship creation and development, a case study offers a suitable method.

Kumar (1993) has argued that the influential and knowledgeable informants are the most reliable sources of information and thus we interviewed the main decision-makers (e.g. CEO, CMO, CSO). We focused on one manufacturing SME from a small and open economy, and the dyadic supplier-customer relationship was the unit of analysis. Within these relationships we interviewed managers from the supplier and customer organization.

Results

We counter-intuitively found that transaction costs were relatively low within the unsuccessful relationship, whereas within the successful relationship we found major transaction costs caused by three factors. First, there were not partnership alternatives in the specific international market for the SME nor the partner, thus causing transaction costs due to 'small numbers' of alternatives situation. Second, we identified opportunistic behavior between the partners causing higher transaction costs. Third, uncertainty and complexity related to the foreign market and the sales process caused higher transaction costs. When analyzing these relationships from a social exchange theory perspective, we found that partnership advantages explain the success in creation and development of long-term international key account relationships. Specifically, the benefits compared with potential alternative partners such as extensive local network and sales channels were found important for successful relationship development. Also, mutual trust and commitment between the partners and shared short-term and long-term goals were emphasized from both sides of the successful partnership. Respectively, within the unsuccessful partnership, both sides indicated the decreased level of trust and commitment towards the partner with different goals. Knowledge sharing about market situation and technology development was described as active and reciprocal within the successful relationship, whereas the frequency and quality of communication within the unsuccessful relationship had decreased during the past years.

Implications for Theory and Practice

Our study contributes to the international key account research literature by 1) providing important information of the role of transaction costs and partnership advantages in long-term business-to-business relationship creation and development; 2) investigating empirically the dyadic relationships between international SME and its larger international key accounts. The practical implications of this study are twofold. Firstly, we show that companies that seek to establish long-term strategic partnerships should be able to provide resources that other potential partners are not able to give to the partner. Partners should also proactively build trust, show commitment, and have clear, shared goals. Moreover, active communication and sharing of market and technology related knowledge enhance the relationship development. Secondly, understanding drivers for successful international key account relationships will help SMEs to make better partnership decisions.

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Country-of-origin celebrity endorsement effects in emerging markets

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Abstract:

When advertising to Asian consumers, is a Hollywood celebrity (representing desirable global identities) or a Korean K-pop celebrity (representing feasible global identities) more effective? While celebrity country-of-origin (CO) effects are gaining attention in international marketing, less is known about these effects in emerging markets (EM's), and what determines the relative effectiveness of celebrities from different regions. Integrating theories of global identity-based consumption, regional globalization, and the role of feasibility and desirability in goal attainment, we posit that: 1) Western (hereafter termed 'global') and regional centres of globalization produce dissimilar celebrity CO effects for attaining a global identity in EM's; 2) celebrity CO effects from global (regional) centres convey higher desirability (feasibility) considerations for attaining a global identity; and 3) the matching of global (regional) centre celebrity CO effects with a high-level (low-level) construal-congruent appeals enhances advertising effectiveness. Four experiments conducted across three countries in the Asian region evidence these effects.

Keywords: country-of-origin effects, celebrity endorsers, regional globalization

Introduction and Research Aim

Country-of-origin (CO) effects – which describe how perceptions regarding the location of production influence consumer behaviour – have received extensive attention in international marketing (Maheswaran, 1994; Herz & Diamontopoulos, 2013). Recent studies note that, beyond products and brands, CO effects can apply to celebrity endorsements (Roy, Biswas, & Grewal, 2019). Indeed, in emerging markets (EM), brands often recruit non-local (e.g., Western or regional) celebrity endorsers when they advertise to local consumers. Yet, relatively little is known about how EM consumers are influenced by celebrity CO effects (Roy et al., 2019). In addition, previous CO studies have largely compared how using a foreign versus local celebrity or brand produces dissimilar effects on consumer behaviour. Hence, relatively less is known about how we can categorize CO effects from different foreign countries. For instance, is featuring a Korean K-pop celebrity or an American Hollywood celebrity would be a more effective advertising strategy in Indonesia? And, what determines the relative effectiveness of these two distinct foreign celebrity CO effects?

Conceptual Background

The present study addresses the aforementioned issues by offering a novel prediction regarding how foreign celebrity CO effects influence advertising effectiveness. In this endeavour, we are informed by the theories of global identity-based consumption (Zhang & Khare, 2009), regional globalization (Cayla & Eckhardt, 2008), and the role of feasibility and desirability in goal attainment (Liberman and Trope, 1998). Specifically, we propose three tenets as follows. First, previous research on globalization suggests that the use of foreign celebrity endorsers offers symbolic resources for attaining a global (versus local) identity (Alden, et al., 1999; Guo, 2013; Zhang and Khare, 2009). However, foreign celebrity CO effects can vary in terms of their instrumentality in attaining a global identity. In particular, the lion's share of globalization studies suggests that Western celebrities display a higher level of fit with a global identity (Alden et al., 1999). On the other hand, an emerging stream of research notes that the intensification of intraregional exchanges has contributed to the rise of alternative 'regional centres' – as exemplified by an unprecedented success of 'Korean Wave' of popular culture in the Asian region (Chua & Iwabuchi, 2002). Notably, regional celebrities tend to gain prominence among EM consumers differently from Western celebrities (Cayla & Eckhardt, 2008; Cruz et al., 2019). Specifically, from the perspective of regional consumers, whereas Western celebrates portray exotic imagery and lifestyles that are desirable but unreachable, regional celebrities convey more accessible lifestyles that local consumers can emulate (Cayla & Eckhardt, 2008). Thus, our first tenet is that Western (hereinafter termed 'global') and regional centres of globalization produce dissimilar celebrity CO effects for attaining a global identity in EM's.

Second, from the perspective of goal attainment in consumer psychology, our discussion regarding the CO effects of global and regional celebrities can be considered as a trade-off between desirability and feasibility (Lee, Keller, & Sternthal, 2009; Lu, Xie, & Xu, 2012). When considering an action, desirability refers to the value of an action's end state for goal attainment (i.e., whether the action by itself is of great value), whereas feasibility refers to the means of achieving that end state (i.e., whether conducting an action is easy). Therefore, when EM consumers evaluate a global (regional) celebrity CO effect, they may consider that the focal celebrity endorsement conveys a more desirable (feasible) symbolic resource for attaining a global identity, because it provides more (less) value, but it is also harder (easier) to emulate. Thus, our second tenet is that the celebrity CO effects from global (regional) centres convey higher desirability (feasibility) considerations for attaining a global identity.

Third and finally, according to construal-level theory (Trope & Liberman, 1998), the focus on desirability (feasibility) is associated with a high-level (low-level) mental representational state or 'construal'. When consumers with different levels of construal evaluate an action, they form more positive evaluation of the action if they receive information that matches their construal level – this is known as a 'construal fit'. Accordingly, in the context of our second tenet, the influence of celebrity CO effects on advertising effectiveness can be enhanced by optimizing the construal fit. Prior research on advertising framing effects shows that construal fit can be enhanced by using advertising appeals that are congruent with the focal construal level, such as matching a high-level (low-level) construal state with abstract (concrete), positive (negative), or gain (loss) appeals (White, McDonnell, & Dahl, 2011; Lee et al., 2009). Thus, our final and focal tenet is that the matching of global (regional) centre celebrity CO effects with a high-level (low-level) construal-congruent appeals enhances advertising effectiveness.

Summary of Experimental Studies

We conducted four experiments (N = 1147) in the Asian region – a quintessential context of regional globalization (Cayla & Eckhardt, 2008). The global celebrity CO effects were represented by popular Western celebrities, the regional celebrity CO effects were represented by popular Korean celebrities, and the focal representative EM's were Indonesian and Malaysian consumers. Study 1 (N = 394, $N_{Malaysia} = 215$, $N_{Korea} = 179$) was a preliminary crosscultural experiment, where we show that Korean celebrity CO does indeed convey a fit with a global identity in the EM's of Asia. We employed a 2 (Country: Korea, Malaysia) X 2 (Identity Priming: Local, Global) X 2 (Celebrity: Korean, Malaysian) between-subjects design. In each country, we directly manipulated the accessibility of a global (vs. local) identity (Zhang & Khare, 2009) and investigated the effect of celerity CO on advertising effectiveness. Note that when a global identity is primed, a stronger effect of foreign (vs. local) celebrity CO should occur only if it is conceived to offer instrumentality in attaining a global identity. Consistent with this proposition, we found that priming a global (vs. local) identity in Malaysia elicited a higher preference for an advertisement featuring a Korean (vs. Malaysian) celebrity suggesting that Korean celebrity CO conveys a global identity in Malaysia. On the other hand, there was a null effect of global identity priming on the preference for a Malaysian (vs. Korean) celebrity in Korea, suggesting that Malaysian celebrity CO does not convey a global identity in Korea. This confirmed our prediction that Korean celebrity CO coveys a regional global identity in Asia (Cruz et al., 2019), and we used it as such in our subsequent studies. Studies 2 (N = 220) and 3 (N = 337) were conducted in Indonesia and Malaysia and employed 2 (Celebrity: Korean (S1) / Korean (S2), British (S1) / American (S2)) × 2 (Message Framing: Abstract (S1) /Gain (S2), Concrete (S1)/Loss (S2)) between-subjects design. These two studies confirm our focal prediction that the matching of global (regional) celebrity CO effects with a high-level (low-level) construal-congruent appeals enhances advertising effectiveness among EM consumers. Specifically, we found that featuring Korean (Western) celebrities was more effective when they were matched with high-level (low-level) construal-congruent messages. Finally, Study 4 (N = 196) establishes the boundary condition and corroborates the results of Study 1. In particular, we show that our hypothesized construal fit does not occur merely due to cultural distance, because it attenuates if CO does not convey a global identity. In this endeavour we conducted an experiment in Korea, which employed a 2 (Celebrity: Malaysian, American) × 2 (Message Framing: Gain, Loss) between-subjects design. Since Malaysian celebrity CO does not convey a global identity for Korean consumers, we found that featuring Western (vs. Malaysian) celebrities elicited higher persuasion irrespective of message framing effects.

Implications for Theory and Practice

The present study offers a contribution to international marketing by offering a novel perspective on how *foreign* celebrity CO effects differ for global and regional centres of globalization, and how these effects can be used to increase the effectiveness of advertising in EM's.

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Institutional voids for competitive advantage: An entrepreneurial approach

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Abstract:

The purpose of this study is to examine how high-value product entrepreneurs capitalize on institutional voids. Using a case study approach, we examine the New Zealand truffle industry and the challenges entrepreneurs face when truffieres engage in exporting. The data sources consist of semi-structured interviews and secondary data. The key findings illustrate that the New Zealand truffle industry institutional environment is complex due to the presence of institutional voids but astute entrepreneurs are able to capitalize on these voids. We identified three types of institutional voids that truffieres capitalize on by engaging in entrepreneurial and innovative activities in order to gain competitive advantage in international markets. Our study provides an explanation on how institutional voids can be an advantage for entrepreneurial producers of premium products. This paper highlights significant industry and policy implications in relation to export of New Zealand truffles. The insights on institutional voids can help industry managers to gain competitive advantage internationally.

Keywords: institutional voids, competitive advantage, truffle industry

Introduction and Research Aim

Institutional voids are "the absence of specialized intermediaries, regulatory systems, and contract-enforcing mechanisms" (Khanna & Palepu, 2005: 38) that develop from unstable institutional environments and often examined in relation to developing economies (Khanna, Palepu, & Sinha, 2005). Majority of existing literature focuses on how organizations fill existing institutional voids (Amankwah-Amoah, Chen, Wang, Khan & Chen, 2019; Kim & Song, 2017; Luo & Chung, 2013). While these studies provide a fruitful examination of how organizations deal with unstable institutional environments, they are usually market driven. The application of institutional theory in the business marketing discipline is still limited and requires a more rigorous approach (Yang & Su, 2014). This provides an exciting opportunity to explore how producers of premium products could potentially capitalize on institutional voids to gain competitive advantage. In the last two decades, institutional voids have become a popular lens to examine organizational strategy and behaviour (Doh, Rodrigues, Saka-Helmhout & Makhija, 2017). How this applies to organisations such as those in the NZ truffle industry would provide useful insights into the mechanisms by which competitive advantage can be gained by exploiting institutional voids.

Additionally, extant literature has examined the role of institutional environments in marketing channels (Grewal & Dharwadkar, 2002), differences between business networks in various institutional environments (Jansson, Johanson & Ramström, 2007) and marketing activities and entrepreneurship (Webb, Ireland, Hitt, Kistruck & Tihanyi, 2011). However, there has been limited work done on the role of institutional voids in relation to product development. Examining this phenomenon can enhance our understanding of how producers can capitalize on these voids as opposed to filling them. This is particularly relevant to highly perishable premium products such as truffles where the supply structure is unique and seasonal. This investigation therefore explores the role of institutional voids in developing and shaping the institutional environments of scarce premium products.

In investigating an important link between institutional voids and entrepreneurial action, that is, how entrepreneurs deal with these voids and the decisions they make, we also examine the application of institutional theory and institutional voids in the marketing discipline. We do so by firstly, evaluating the regulatory environment for exports of truffles from New Zealand and then identifying the voids in the current environment. The study provides suggestions for government and industry stakeholders to address the voids in institutional environment for premium produce.

The aim of this study is:

To examine how New Zealand truffieres capitalize on institutional voids and their impact on exports of New Zealand truffles.

We address two research questions in line with this aim:

RQ1: How do institutional voids influence exports of scarce high-value products? RQ2: How do premium product entrepreneurs capitalize on institutional voids for competitive advantage?

Methodology

We employ a case study approach with a small industry engaged in exporting New Zealand truffles. Our case study relies primarily on fieldwork data, collected in 2018. We conducted four semi-structured interviews with the owners and operators of two truffieres, a leading

expert in the fungus industry and a member of the management team from New Zealand Truffle Association. We triangulated data collection with secondary data from truffle companies and the New Zealand Truffle Association websites. This provided us with raw secondary data relating to changes in the truffle industry institutional environment over time.

We engaged in three phases of data analysis that involved thematic analysis. The initial stage included open coding, during which we listened to the audio recordings and studied the transcripts to familiarise ourselves with the data. In phase two, we employed axial coding to determine which codes carry more relevance for the examined phenomenon. This phase enabled us to examine how institutional voids influence the exports of New Zealand truffles. Phase three focused on examining how firms capitalize on institutional voids. During this phase, we developed three aggregated theoretical dimensions: institutional voids, entrepreneurial innovative thinking and competitive advantage.

Results and/or Discussion and Contributions

Institutional voids are "the absence of specialized intermediaries, regulatory systems, and contract-enforcing mechanisms" (Khanna & Palepu, 2005: 38). In New Zealand, there are regulatory systems and enforcing mechanisms. However, regulations in relation to exports of truffles are underdeveloped. We identified several institutional voids: lack of government regulations, voids in logistics and procurement, and gap between regulations and truffle product shelf life. Results and discussion in this study are closely linked to the three aggregate theoretical dimensions. First, we found institutional voids to be a source of competitive advantage whereby entrepreneurs are able to configure their networks and resources to create value. The concept of institutional voids has emerged from, and been a popular theoretical foundation in studying emerging economies. We illustrate that institutional voids exist in developed markets and therefore present serious challenges for international activities of premium produce.

Second, we found that truffieres capitalize on institutional voids by engaging in entrepreneurial innovative thinking. The gap between regulations and product shelf life encourages truffieres to cultivate innovative thinking in terms how perishable produce can be augmented in order to reach international markets, without the complexity of the truffle flavour being compromised. Collaboration between industry network members proves to be important in enabling entrepreneurs to capitalize on the existing voids by pulling strategic resources together.

We found that the degree of compliance that truffieres have to undergo before exporting fresh truffles discourages truffle farms to engage in international trade. This emphasises the complexity of institutional environment in the domestic truffle industry. Furthermore, the consumer perception about truffles being an expensive and unaffordable product presents a serious challenge for production of truffles in the domestic market. Increasing truffle production to support international demand can change domestic consumer perception.

Implications for Theory and Practice

This research contributes to theory in two distinct ways. First, we make an important link between institutional voids and entrepreneurial thinking. The study offers two main practical implications. Firstly, policy makers can use the findings from this study to simplify the regulatory institutional environment in relation to products that have limited shelf lives. Secondly, managers and institutional networks, such as New Zealand Truffle Association can help to educate consumers about truffles to stimulate domestic demand.

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Marketing Australian honey to Chinese consumers: A study on price confusion

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Abstract:

Price confusion is often found to have a negative impact on product attitude or buying intention. However, factors that may cause price confusion have not been well examined in the marketing literature. This paper develops a conceptual framework in order to understand the relationships among consumer characteristics, price confusion and willingness-to-pay. Using Australian honey and the Chinese market as the research context, this paper discusses the influences Chinese consumers' product knowledge, price sensitivity, and channel-based price perceptions may have on price confusion and willingness to pay. Implications for international marketers are discussed.

Keywords: price confusion, willingness to pay, honey, Chinese consumers

Introduction and Research Aim

Australia produces around 20 to 30 kilotons of honey per year, which is estimated to be worth more than 100 million dollars (Sniderman et al. 2018). Although a large volume of Australian honey (around 5000 tons) is exported overseas on an annual basis, the value of Australian honey has not been well demonstrated in the international market (i.e., Australian honey is priced lower than New Zealand honey).

Price, as an important marketing tool, has been a cause for concern in honey marketing. On the one hand, prices offer important information to consumers and can assist them to make purchasing decisions (Zielke 2014). As Masiro (2012) stated, consumers usually transform prices into meaningful thoughts (i.e., product attitude) or actions (i.e., purchases). On the other hand, consumers may often be confused by pricing information. Although China is one of Australia's largest honey exporting country (Batt 2012), Chinese consumers in general have limited knowledge about Australian honey. Consumers often have more price confusion toward a foreign (or imported) product than toward a domestic product due to product insufficient product knowledge (Kalayci 2015). Accordingly, this paper will discuss the influences a number of key consumer characteristics may have on price confusion and willingness to pay in the context of marketing Australian honey to mainland Chinese consumers.

The aim of this study is:

To understand the relationship between consumer characteristics, price confusion and willingness to pay.

More specifically, we address two research questions in line with this aim:

RQ1: How do Chinese consumers' characteristics, such as their product knowledge, price sensitivity, and channel-based price perceptions, influence their price confusion towards Australian honey?

RQ2: How do price confusion affect Chinese consumers' willingness to pay for Australian honey?

Conceptual Development

Price (or pricing) confusion in product marketing refers to a phenomenon that consumer is uncertain if a price equals to the true value of a product (Chioveanu & Zhou 2013). Price confusion happens when a consumer feels difficult in understanding the price or comparing prices (Estelami 1997). Companies often use different prices to better compete in the market place, but variations in price may cause price confusion and mislead consumer's evaluation of the product value (Kalayci 2015). Price confusion will make it harder for consumers to make their buying decisions (Chioveanu & Zhou 2013). Based on prior literature, price confusion may be influenced by a number of key consumer characteristics, which will be discussed in the following.

Product knowledge can be defined in two ways: objective knowledge that refers to the amount of accurate product information about the product that is stored in consumer's long-term memory and subjective knowledge that refers to consumers' subjective interpretations of the amount of product information (Said 2014). Numerous studies have found product knowledge, no matter objective or subjective, facilitates consumer attention, comprehension, memory and buying decisions (i.e., Flynn & Goldsmith 1999). In other words, the better the product knowledge, the less the price confusion (Suki 2016). As such, Hatfield, Plott, & Tanaka (2016) recommended that marketers should design different prices based on their key target market's product knowledge in order to make the prices more accepted by their consumers. Thus, it is hypothesized that:

H1: A consumer's product knowledge has a negative effect on his/her price confusion.

Price sensitivity has been often examined as an important consideration for marketers. Price sensitivity can be interpreted as the weight of price in a consumer's evaluation of a service or product (Graciola et al. 2018). Fong (2009) claimed that customers' price sensitivity has gradually increased in the past decade, because they are more aware of substitutes or competitors. Furthermore, consumers may be more price sensitive when they are exposed to different prices for the same product (de Boer & Schösler 2016). It is hypothesized that:

H2: A consumer's price sensitivity has a positive effect on his/her price confusion.

Unlike product knowledge or price sensitivity, channel-based price perceptions are rarely examined in the marketing literature. However, it has been noted that the same product may be priced differently in different product channels (Low, Lee, & Cheng 2013). For example, Australia honey products often adopt different prices for online and offline selling channels and this practice may confuse consumers (Beneke et al. 2013). The degree of price confusion is likely to be higher in the international markets where consumers have insufficient product knowledge or are price sensitive. Therefore, if a consumer has a strong perception that different channels are going to charge the same product in different prices, the level of price confusion will likely to be increased. Thus, it is hypothesized that:

H3: A consumer's channel-based price perception has a positive influence on his/her price confusion.

Consumers' willingness to pay is often studied as a behavioural intention in the marketing literature (i.e., Anselmsson 2014). A number of studies (i.e., Barber et al. 2012) found that price confusion often resulted in lower willingness to pay. Thus, it is hypothesized that:

H4: A consumer's price confusion has a negative effect on his/her willingness to pay.

Future Research

In the near future, a quantitative study will be conducted to test the conceptual model. The data will be collected through an online survey in Shanghai via Wechat, the largest social media platform in China using a snowball sampling method. Multi-item scales will be developed based on existing measures. All items will be measured with 7-point Likert-type scales ranging from "strongly disagree" to "strongly agree". Future research may also need to include other consumer characteristics, such as their health consciousness.

Contributions and Implications

The objective of the paper is to understand how consumer characteristics influence price confusion. Using Australian honey as a product example, a conceptual model has been developed to understand the relationships among consumer characteristics, price confusion and willingness to pay. When marketing honey or other types of products to the Chinese market, marketers should be aware of the price confusion issue and the causes of price confusion.

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Appropriateness of Guanxi in Middle East market

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Abstract

The growing Sino-middle east trade raises many questions about the fitness of the Chinese business culture in the Middle East. The former is based on the Confucianism principles and the later one is based on the Islamic principles. This research was designed to examine the way Middle Eastern businesspeople perceive the Chinese business relationships, that is, whether they will perceive Guanxi as a positive concept (Intermediary Wasta), or as a negative form of corruption (Intercessory Wasta). Results showed that the Jordanian businesspeople value Guanxi and identify it as similar to Intermediary Wasta. However, they pointed out the differences between Wasta and Guanxi as we discussed in detail in this study.

Keywords: Wasta, Jordan, Guanxi

Introduction and Research Aim

Most scholars agreed that Guanxi is a kind of "special relationship" between two individuals (Fan, 2002). Guanxi means "the establishment of a connection between two independent individuals to enable a bilateral flow of personal or social transactions", (Yeung & Tung, 1996, p. 9) and the two parties should benefit from the relationship and as it can be seen as an important asset for doing business (Lin, 2011; Yeung & Tung, 1996). Guanxi might be seen as a type of favouritism or nepotism, especially when it is viewed from the western perspective, but it can be seen as a personal asset from the Asian perspective (Yeung & Tung, 1996).

many researches were conducted regarding the Chinese business relationships or Guanxi, that is derived from the family networks and Confucian ethics (Hutchings & Weir, 2006a). Davies, Leung, Luk, and Wong (1995), argued that Guanxi will result in several benefits; a smoother running of routine business operations, securing administrative approvals, and information about government policies. Carrying on with Davies et al. (1995), they studied the benefits of Guanxi in the case of the Hong Kong Chinese business executives who are experience in the chinese business practices, they discussed that Chinese market cannot be "tackled" without establishing a good Guanxi, Chinese organizations and individuals will place their business partners in their own Guanxi network, the recommended western or foreigner business people to establish their own Guanxi network.

A similar concept to the Guanxi called "Wasta" which is a common term in the Arab region, both Wasta and Guanxi use the social networks to gain benefits (Mohamed & Hamdi, 2008). Guanxi and Wasta requires some strong family connections and are based on trust (Hutchings & Weir, 2006b). Wasta means "the use of social connections to obtain benefits that otherwise would not be provided" (Mohamed & Hamdi, 2008). Wasta is apparent in all feature of life in the Arab region, it can be used to accelerate procedures, help to get university admission or a job (Barnett, Yandle, & Naufal, 2013). Wasta can be categorized into blood Wasta that is derived from the family bases, or social Wasta that can be acquired through the individual's social connections.

Hutchings and Weir (2006b) differentiated Wasta into Intercessory Wasta and Intermediary Wasta. The concept of Wasta was originally used in the Arab region to resolve conflicts by the mediation of an admired person between the conflict parties. This is the Intermediary Wasta or "Wajaha" which is well accepted. However, the origin of Wasta is becoming blurrier as it drifted to become a mechanism for gaining benefits and advantages through one's connections. This type of Wasta can be considered a form of corruption, and it is called Intercessory Wasta (Hutchings & Weir, 2006b).

some of the research compared Wasta and Guanxi, for instance: (Hutchings & Weir, 2006a; Smith, Huang, Harb, & Torres, 2012; Velez-Calle, Robledo-Ardila, & Rodriguez-Rios, 2015). According to Hutchings and Weir (2006a) who explained the difference and similarities between Guanxi and Wasta, Guanxi is adopting internationalization but Arab Wasta is still traditional. this might be due to the fact that china has obviously gone global recently (Shambaugh, 2013). Also, we can say that Guanxi is more reciprocal than Wasta, and that Guanxi is dyadic relationship but Wasta is triadic (Brandstaetter, 2011).

Both Guanxi and Wasta are considered as very important topics in the relationship marketing, as these two concepts somehow describes the relations networks both in the Asian and Arab countries. Guanxi networking can be described as "as the integrated approach to relationship marketing in the Chinese business environment" or as the "Chinese adapted and unique form of relationship marketing" (Badi, Wang, & Pryke, 2017). However, Wang (2007) studied the differences between Guanxi and relationship marketing More and more attention is being given to the emerging economies in the recent years, particularly the BRIC economies (Brazil, Russia,

India, and China), these economies could overtake the biggest economies in the world if the current trend continues (Peng, Sun, Pinkham, & Chen, 2009; Wilson & Purushothaman, 2003). Although the trade between china and the middle east is still plays a minor role in the Chinese global trade, but the Sino-middle east trade is steadily growing including the oil imports. Business opportunities in the middle east for the Chinese companies are significant and it is expected to grow in the future (Alterman, 2009). However, cultural distance is considered as an eminent factor in foreign entry (Barkema, Bell, & Pennings, 1996), for the companies that want to overcome the cultural barriers, it is vitally important to develop knowledge about these barriers in theory and practice (Rozkwitalska, 2010). According to Hofstede (1991), cultures are different due to the regional, ethnic, and religious differences. These cultural differences include differences about individual relationship and group relationship. However, there is a lack of research on this particular issue in the Guanxi and Wasta literature.

The aim of this study is to investigate whether Guanxi is applicable in the Arab world. Specifically, how the Arab businesspeople view Guanxi; will they perceive Guanxi as a positive concept (i.e. Intermediary Wasta) or will they see it as a form of corruption (i.e. Intercessory Wasta)?

Methodology

This research adopted a mixed method in order to achieve the goal of this study. A two-stage approach was employed using a convenient sample of Jordanian business people who are doing business with Chinese organizations or have experience in doing business with Chinese organizations. In the first stage, a questionnaire was sent to 50 Jordanian business people (traders who are owners of their business) in which 46 were returned. The questionnaire was adopted from Yen, Barnes, and Wang (2011), who developed a scale for measuring Guanxi, this scale was based on three dimensions: Ganqing, Renqing and Xinren. Ganqing (or feelings) which reflects the emotional attachment and social relationship between two parties of the social network, it can be seen as the emotional side of the Guanxi. Renqing refers to the reciprocal and empathetic side of the Guanxi Through the favours exchange. Xinren is better expressed in the word "trust", as it is one of the most important elements in Guanxi.

In this survey, the first part of the questionnaire was designed to measure the Jordanian business people's experience of Guanxi within the Chinese business environment. This part consists of 20 items with a 5-point Likert scales anchored by "Very obvious, somehow obvious, neutral, somehow not obvious, and not obvious". In the second part, the same 20 items were used but with different anchors: "Acceptable, somehow acceptable, neutral, somehow not acceptable, and not acceptable". This part of the survey was designed to explore the way Jordanian business people perceive the Chinese Guanxi, and whether they perceive it as an acceptable behaviour in the Jordanian market. The second stage of the study was a follow up interview with the respondents in which was to seek the interviewees' opinion about the fitness of Guanxi in the Arab culture. Additionally, three open ended questions were put to the interviewees: (1) how they think about the appropriateness of the Chinese Guanxi; (2) the difference between Guanxi and Wasta; and (3) the way the Jordanian business people perceive the effects of Guanxi on the Chinese business and economy.

Results and Discussion

In the first stage of the study, in part 1,data obtained from the surveys were analysed using SPSS, we found that Guanxi was moderately (mean=2.36) obvious for the Jordanian business people during their business deal in China, while the mean for the second part was (2.431) which indicates that the respondents think that Guanxi is moderately acceptable in the Jordanian market. In the second stage of the study, we interviewed 16 Jordanian business people. The first question was about the appropriateness of the Chinese Guanxi and most of the respondents argued that the

Chinese Guanxi could be seen as positive and be viewed as a way to assist the right businesspeople who are in the right place. The respondents also indicated that Guanxi is more similar to the Intermediary Wasta than the negative Intercessory Wasta. One of the respondents stated: "Guanxi is based on a culture of respecting others which is seeded in the hearts and brains of the kids which will grow and prosper by time". Another respondent said: "Wasta means that you will be treated based on your connections not based on your capabilities and skills, while Guanxi is about helping someone without harming someone else or doing unjust for someone". Two respondents stated that Guanxi is no different from Wasta. They argued that Guanxi is similar to the Intercessory Wasta: "There is no difference between Guanxi and Wasta. It is similar to the negative type of Wasta. Guanxi is dominating the Chinese market and affects business in an obvious way".

The second question was about the difference between the Guanxi and the Intermediary Wasta. The majority of the respondents with dealings with their Chinese counterparts described Guanxi as a relationship that ends after the completion of the business transaction. They argued that Wasta is more likely to be personal relationship between the two parties while guanxi is considered as a kind of "business relationship". One of the respondents stated: "Guanxi is a relationship that ends by the end of a business between the two parties while Jordanian Wasta is something personal and can be extended even after the business ends". The question on how the Jordanian business people look at the effects of Guanxi on the Chinese business and economy, the majority of the respondents thought Guanxi contributes positively to the Chinese business and economy. One of the respondents said: "Guanxi doesn't mean to take away others rights but to help the network members to work according to their capabilities and skills". A respondent said: "I think that the Chinese and Asian style of networks is one of the reasons for the stability and prosperity of the Asian economies". Nevertheless, the majority of the respondents argued that Guanxi has a positive effect (or at least has no negative effect) on the Chinese business and economy.

Conclusion

This study explored the fitness of Guanxi in the Jordanian market, and whether there are any similarities between Guanxi and Wasta? The results showed that Guanxi was moderately obvious for the Jordanian business people during their business deal in China, but they also reported that they perceived Guanxi as an appropriate concept similar to the Intermediary Wasta. Although most of the respondents saw that Guanxi is appropriate and acceptable in the Jordanian market, they perceived Guanxi is not part of the Jordanian culture, and its application will be viewed as an outside concept. In conclusion, the study found that the Jordanian businesspeople viewed Guanxi as an important concept for building relationship but pointed out its difference from their Wasta. Furthermore, these businesspeople do not view using Guanxi to be a "bad idea" for the Chinese businesspeople when targeting the Jordanian market as the former considered it as a positive concept. Results from this study should be of importance to the Chinese businesses that are working with the middle east market, the view of the Arab business people about Guanxi should make it easier for the companies who are trying to enter the Arab market. Understanding the similarities and differences between the Arab Wasta and the Chines Guanxi is vitally important to avoid any cultural misunderstanding during the business interaction.

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Investigating source differences of online reviews in an emerging market

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Abstract:

Company-owned and third-party review websites create a platform for consumers to share their experiences with brands, products and services. This study proposes and validates that these websites have varied effect on consumers perception of the brand image, brand attitude and purchase intention. The study was conducted in India with mobile phone buyers who have searched online review websites before making their decisions. Attribution theory was employed and SEM was used for analysis of 364 survey responses. The results indicated a mediating effect of brand image and brand attitude on the relationship between eWOM and purchase intention for both types of review websites. While the results indicated a significant effect of online reviews on brand attitude for third-party owned reviews, the effect was not significant for the company-owned reviews. The study encourages the companies to develop strategies and build trust among the consumers on the company owned review website.

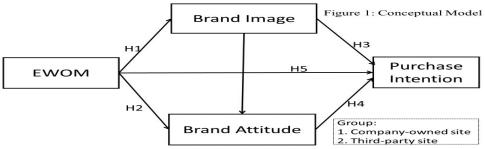
Keywords: Online review, brand, purchase intention

Introduction

As Internet-based technologies are constantly changing the marketplace dynamics, companies' as well as consumers' involvement and practices in using these technologies have received increasing attention in both industry and academic communities. These technologies have provided consumers with various platforms to review, consult and become aware of the nuances of a product and its perceived performance beforehand. Companies have also been using these technologies to make consumers listen to their messages in order to improve their advertising effectiveness. "Any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet" is known as Electronic Word-of-Mouth (eWOM) (HennigThurau, et al. 2004, p. 39). Consumers can communicate eWOM in a range of ways, such as social networking, recommendations, organic and sponsored review sites. eWOM has certainly enabled consumers to make more informed purchase decisions. Extant research reports that eWOM has the capacity to change potential consumers attitudes and behaviors towards a product/ service (Beneke et al., 2016). Moreover, given the importance of branding for influencing consumers' willingness to buy a product, prior studies have well observed the influence of eWOM on branding (e.g. Bambauer-Sachse & Mangold 2011). These studies investigated eWOM on individual platform, starting from platforms such as e-Forums (HennigThurau et al., 2004), blogs (Kozinets, et al., 2010), to more recent SNSs (See-To & Ho, 2014). However, very few research have compared eWOM on different platforms, especially between company-owned and third-party websites. In addition, much of research in this area have been conducted in Western and developed market in the last two decades. More research is called for to investigate the phenomenon in emerging markets, such as India. India represents tremendous potential for online retailers with expected revenue of 62.3 billion U.S. dollars in 2023 (Striapunina, 2019). A recent survey by Economic Times in India highlight that people find significant variation between the online reviews and the final product received (2017) and only 56% of customers find reviews on e-commerce platforms as trustworthy (Ansari and Gupta, 2019). Thus, the aim of this study is to investigates the effect of eWOM on brand attitude, brand image and the resulting effect on purchase intentions with attention to the differences between eWOM at the company-owned and third-party site. In line with this aim, this research attempts to address the question "what are the differences between the effect of eWOM on company-owned and third-party websites?".

Research Model and Hypotheses

The conceptual model linking the relationship between eWOM, brand image, brand attitude and purchase behaviour is provided in Figure 1. The differences lie in the two groups: company-owned review site vs third-party review site. According to attribution theory, people viewing other's evaluation have tendency to explain the reasons that led them to their judgements. Their understanding of the reasons of the other's evaluation have effects on their own attitudes and behaviour (Kelley & Michela, 1980). They base their decisions on the inferences they make regarding the reviewer's motivation in posting the review and the veracity of the opinions in the review. Company site can be perceived as less trustworthy due to the interferences or 'management' that the marketer/sellers may exert. When consumers consider



a particular positive review or a large number of positive reviews on the company site, they may attribute them to the underlying motives of reviewers or the company's involvement. Therefore, they are less likely to be persuaded by the review. Such reviews may affect their attitudes and behaviour less or even negatively.

Research Method and Analysis

A survey was conducted with the respondents who have recently purchased a mobile phone. Students were considered as desirable respondents as they have more proximity to internet technologies and spend more time browsing the internet. A total of 364 usable responses was received. Measurement items were adopted from existing studies, specifically eWOM from Jalilvand and Samiei (2012), brand attitude and purchase intention from Schivinski and Dabrowski (2014), and brand image from Salinas and Pérez (2009). Measurement model shows acceptable fit ($\chi^2 = 83.24$; df = 69; RMSEA = 0.02; NFI = 0.98; CFI = 0.99; TLI = .99) with good convergent validity, confirmed discriminant validity, and assured internal consistency. Structural model was assessed using AMOS and demonstrated good fit ($\chi^2 = 348.77$; df = 210; RMSEA = 0.04; NFI = 0.94; CFI = 0.98; TLI = .97). The mediation effect of brand image and brand attitude on the relationship between eWOM and purchase intention was assessed using the procedures suggested by Iacobucci et al. (2007), that is, a structural model was fitted and the direct and indirect paths were simultaneously specified to estimate the effect size.

Results and Discussions

As shown in Table 1, the effect of eWOM on the perceived brand image was positive and significant (H1) for both company-owned and third-party sites, and the same found for the effect of brand image on brand attitude (H3) and the effect of brand image on purchase intention (H5). While the effect of eWOM on brand attitude was positive and significant (H2) for thirdparty sites, no significant effect resulted for company-owned sites. The direct effect of eWOM on purchase intention (H4) was not significant for both company-owned and thirdparty sites. While the effect of brand attitude on purchase intention was positive and significant (H6) for third-party sites, the effect was not significant for company-owned sites.

Table 1: Effect results of company-owned review vs third-party review

Dependent Variables	Independent variables	Standardized Coefficient (Company owned review)			Standardized Coefficient (Third-party review)		
		Direct	Indirect	Total	Direct	Indire	ct Total
Purchase	EWOM	039	.609	.571	.075	.542	.617
Intention	Brand Attitude	.167	NA	.167	.530***	NA	.530***
	Brand Image	.650**	.127	.777**	.270*	.356	.626**
Brand Attitude	EWOM	.076	.585	.661	.126*	.510	.636
	Brand Image	.762***	NA	.762	.672***	NA	.672
Brand Image	EWOM	.767***	NA	.767***	.759***	NA	.759***

^{*}p<0.10; **p<0.05; ***p<0.001.

This study contributes the literature by indicating the role of third-party site in developing brand image and brand attitude. Though the company-owned sites created brand image, failed to create brand attitude. The platforms lend different levels of source trustworthiness of the reviewers and the review comments. When the reviewers are perceived less trustworthy from certain platforms, consumers may discount their messages and consider it as biased or invalid. This suspiciousness of the comments provided in the company-owned site could be the reason for not creating brand attitude. Extending attribution theory, the study indicates that consumer judgement and purchase intention of the product and brand differ based on the evaluation provided by other consumers in the company-owned and third-party sites. The growing threat of the dark-side component of online reviews often influence the consumer's trust and reliability of the company-owned sites. From the research context point of view, it is important for smartphone companies to create appropriate online platforms to encourage consumers to discuss the product attributes and their experience.

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Market knowledge and governance choice in international marketing alliances: Implications for export performance

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Abstract:

Academics note the importance of market knowledge and supplier specific investments on governance choice in international marketing alliances. While the role of property-based assets as a driver of formal governance selection is well documented, little work has been done on the impact of knowledge-based assets (market knowledge) on the selection of formal governance mechanisms. The impact of knowledge-based assets on the selection of relational governance mechanisms is also under attended in the literature. We investigate the selection of formal and relational governance mechanisms among European Buyer – Asian Seller dyads in the textile industry. Employing SEM to analysis 131 dyads we find that 1) market knowledge drives both relational coordination and formal contracting 2) supplier specific investments *do not* drive formal contracting but *do* drive relational coordination 3) the role of relational coordination is unique in explaining export performance in international buyer-seller scenarios. Implications for theory and practice are described.

Keywords: Market Knowledge, Relational Governance, Marketing Alliances

Introduction and Research Aim

One of the critical constraints that augment the degree of uncertainty in international exchanges is the lack of host market knowledge (Johanson and Vahlne, 2009). Market knowledge expresses insight and understanding of foreign markets by means of the cognitive, normative, and regulatory domain of their local institutions (Zaheer and Zaheer, 2006). It is similar to what Johanson and Vahlne (2009) describe as the knowledge about a certain market's business practices that are acquired through actions and experiences. We investigate the function of market knowledge as an example of knowledge-based assets in the selection of governance mechanism. Additionally, we consider the impact of property-based assets, in this study we use supplier specific assets on the selection of governance mechanism.

Extant literature suggests that superior international market knowledge reduces the degree of uncertainty improving the options for internationalization into new markets and mitigating risks associated with opportunism (Cesinger et al. 2014). Formal coordination through contracts is considered alongside relational coordination as we map out the antecedent role of market knowledge and supplier specific investments. In this study, market knowledge refers to the extent to which a firm has understanding of the foreign market in terms of institutional (language, laws and rules) and market specific business knowledge (Johanson and Vahlne, 2009). Property-based assets refers to supplier specific assets such as investment in machinery or inventory.

This paper contributes to an understanding of the antecedent conditions of the buyer seller relationship in international inter-organizational exchange while empirically testing the role of governance types in driving performance. Specifically we: 1) examine whether market knowledge drives both relational coordination and formal contracting; 2) identify conditions under which supplier specific investments do not drive formal contracting but do drive relational coordination and; 3) demonstrate that the role of relational coordination is unique in explaining export performance for these cross cultural international buyer seller scenarios.

Background and/or Conceptual Model

Firms achieving high market knowledge build normative assimilation, effectively reducing the 'liability of foreignness' (Johanson and Vahlen, 2009). This generates a more similar cultural understanding and empathy generating efficient social, clan-like control (Ouchi 1980). The resulting buyer seller behaviors are characterized by solidarity and flexibility. Market knowledge has the effect of facilitating better decisions on further investment, price setting and product adaptation. It also facilitates contact with buyers and some level of cultural assimilation resulting in the development of affective dimensions to the relationship (Blonska et al. 2013). Market knowledge therefore operates as a facilitator of trust and relationalism. Hence market knowledge contributes to relational coordination.

We consider that within the context of Asian suppliers exporting to European buyers, market knowledge plays a role in the selection of formal governance mechanisms. The terms of the contingent claims contract must be established between the buyer and seller and this is based upon an understanding of the market and conditions therein. Suppliers must gain market knowledge before they can satisfy themselves that the formal contract is accurate and will serve its intended purpose of protecting against opportunism (Cao and Lumineau, 2015).

Relational coordination requires mutual commitment. Forbearance under asymmetric asset investment is a behavior that aligns well with solidarity between buyer and seller (Cadaeux and Ng, 2012). Where the buyer has the possibility to act opportunistically one might expect the presence of the contract to prevent this. While in large part this is true, there is a level of cooperation represented by solidarity within relational coordination that is not explicitly accounted for in the terms of the contract and includes voluntary efforts by the buyer, where

they are not obligated to act and where doing so is not in their immediate interests. These efforts are a clear signal that the buyer is not inclined to exploit any advantage offered by the presence of supplier specific investments and so under these circumstances supplier specific assets may lead to the selection of relational coordination mechanisms.

Formal contracting brings the negative aspects of a contingent claims contract that cannot carry all pertinent clauses under such complexity. The mechanism may also lack acceptance or compatibility in a society characterized by the prevalence of social contracts as is the case in the suppliers' context. In many ways, formal contracting stands as a monument to poor market understanding with associated poor export performance (Stoian, Rialp, and Dimitratos, 2017). Formal contracting further compels the supplier to operate managerial processes in ways that are culturally alien and thus inefficient. Inefficient working practices will reduce volumes, reduce revenue and increase costs, leading to a decrease in profitability.

Methodology

A survey sample was drawn from Pakistan-based textile exporting firms and European importers. The data set is comprehensive in nature as it represents large and small private business groups in Pakistan, all the public listed textile firms on the local stock exchange, and all the respondent firms earned annual export revenues of more than US \$2 million. The survey used scales that we adapted measures from previous studies and modified them using scale development and pretesting to ensure validity. Each of the multi-item constructs was analyzed by inspecting the item-to-total correlation. Next, we calculated reliability of multiple items for each construct. The composite reliability of each construct is measured by Cronbach alpha and it ranged from 0.91 to 0.66, indicating acceptable levels of reliability for constructs. Next, confirmatory factor analysis (CFA) for the whole measurement model was carried out to verify unidimensionality (i.e., internal consistency) by using AMOS 24. The fit indices of the measurement model were within the acceptable limits ($\chi 2/df = 1.64$, CFI = 0.94, IFI = 0.94, TLI = 0.93, and the RMSEA= 0.07).

Results and/or Discussion and Contributions

The empirical findings show that market knowledge leads to stronger relational coordination and that this in turn leads to better export performance. This indicates that Asian exporters consider strong relational coordination based on the norms of solidarity and flexibility will act as better governance solution in managing export related problems. The results indicate that relational coordination provides the required bilateral governance solution in managing export relationships. The relationship between market knowledge and formal contracting highlights European buyers' reliance on formal contracting to solve any ex-post transactional issues with Asian exporters. Hence, Asian exporters also rely on formal contracts with European buyers to show the legality of a business deal, attain social acceptance and fulfilling concrete export outputs.

An important contribution is the importance of relational coordination, based on solidarity and flexibility on export performance. These findings show that when export partners have strong relational links, export performance is enhanced. Even when Asian exporters unilaterally invest in specific assets, the quality of relationship act as a key determinant in export performance. Better relationship quality implies better coordination which enhances export performance. We interpret a compatibility of these two sub-dimensions, solidarity and flexibility as important and consider that solidarity builds relational capital while flexibility maintains it.

Implications for Theory and Practice

The data was collected from a single exporting industry which limits the generalizability of the results. Our research findings are based on single emerging economy and single industry that

may diverge from other emerging economies and industries. Future research could validate our findings in other emerging economies and manufacturing industries.

Managers should be aware that relational governance is possible across culturally different alliance partners and may go some way to address shortcomings in the contingent claims contract. Counter to some existing studies, we provide evidence that supplier specific investments may not be a limitation for the supplier in the international context with high initial institutional distance.

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Macromarketing / Marketing & Public Policy

Second-hand purchase by the RSU BOP workers

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Abstract:

This study examines the motivations behind purchasing second-hand (SH) products by the rural and sub-urban Base of Pyramid (RSU BOP) commuting workers near Kolkata, India. In-depth interviews on 38 commuting RSU BOP workers were subjected to grounded theory analysis. This study revealed that economic motivations, need for fulfilling aspirations, apathy towards cheap brands, need for social recognition and pester power of school/college going children are the key motivations behind the purchase of SH products. This study has also identified that an increasing intention of consumption of SH products results in compensatory consumption, increased consumerism, and overwhelming recurring cost at the RSU BOP. The findings above lead to a conceptual model demonstrating the phenomenon of SH purchase at the RSU BOP. The findings of this study can enrich the literature on consumer behavior and BOP by examining such a novel issue. Practical and social implications of the study have been discussed.

Keywords: Second-hand products, Base of the Pyramid (BOP), Motivations

Motivations for establishing a corporate foundation

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Abstract:

Australian firms are increasingly using corporate foundations to undertake their philanthropic giving, yet there is limited understanding as to why these foundations are established. This research takes a qualitative approach with 17 corporate foundation managers to examine four motivational factors that influence whether firms establish corporate foundations. A process of thematic analysis of in-depth interviews was conducted to identify four main motivational themes and 10 sub-themes as to why corporate foundation are established. The main themes are: a) Centralising Corporate Giving; b) Stakeholder Influences; c) Financial Advantages of Foundation Structure; and d) Strategic Benefits to the Establishing Firm. The research also explored the levels of the independence between the corporation and its foundation. The research has found that firms established corporate foundations to undertake strategic philanthropy, which is not completely altruistic, but rather is intended to achieve corporate objectives. The implications of the research suggest that foundations and their trustees may not be meeting the legal obligations of foundations formed as legal trusts, and that better enforcement is required. The research also has found that agency costs purported to arise by foundations centralising giving do not appear to be reduced, as executives of the establishing firm typically formally and informally retain control of the corporate foundation's operations and governance.

Keywords: Corporate Foundations, Corporate Philanthropy, Motivations

Introduction and Research Aim

Over the past two centuries corporations have developed into a leading non-state power (Spiro 2013). Corporate actions have also extended into services traditionally delivered by public and non-profit sources (Benshalom 2009), with corporate foundations being increasingly used by firms to advance their social responsibility agendas (Tracey et al 2005).

In Australia, most corporate foundations are structured as perpetual trusts involved in grant making and other charitable purposes (Ward 2012). Foundations are managed by a board of trustees who are appointed to meet the legal and regulatory requirements associated with the trust (Bryan & Vann 2012). The specific type of trust structure dictates how the foundation operates, the services they provide, how funds are raised, and how the trust disperses foundation's funds. The two primary forms of Australian charitable trusts are the Private Ancillary Fund (PAF), and the Public Ancillary Fund (PuAF), however they share many similarities (Ward 2012). The main differences being a) PAFs cannot solicit fundraising from the public, whereas PuAFs must invite public donations, and b) PAFs require one independent foundation board member (i.e., responsible persons) and PuAFs require that the majority of the board is comprised of independent foundation board members. Where a responsible person is defined as an "individual with a degree of responsibility to the Australian community as a whole" (Public Ancillary Guidelines 2011 s.14), who is external to the firm (i.e. not a present or past executive).

Corporate foundations are increasingly used by firms to facilitate their philanthropy, for example, in 2016 there were 2468 US based corporate foundations reporting grant activity (Foundation Centre 2015), and in 2013 there were 140 registered corporate foundations in the UK (Corporate Citizenship 2013). However, limited research has been undertaken to understand why firms make the decision to undertake this approach to their philanthropy (Minciullo & Pedrini 2015). Therefore, the aim of this research is to answer the research problem: Why do corporate firms voluntarily establish corporate foundations to undertake philanthropic activities? The research therefore seeks to better understand the motivations for why Australian firms establish corporate foundations (Minefee et al 2015) and how these foundations operate once established (Campbell & Slack 2008).

Methodology

An interpretivist paradigm was used for this research to explore feelings and experiences of the motivational factors identified within the limited literature on corporate foundations (Yin 2011). A qualitative research method was selected, due to the need for in-depth experiential types of information (Polonsky & Waller 2014), and partially due to the limited number of Australian based corporate foundations (37). A purposive sampling technique was used to invite participants identified through a filtered search of the Australian Charities and Non-profit commission register of non-profit organisations. After receiving ethics approval an email invitation to the 37 potential participants identified in the register, resulted in 17 corporate foundation managers agreeing to participate, although 1 was later excluded because of a lack of data quality (i.e., 16 suitable responses for a response rate of 43%). Audio recorded interviews were transcribed and then reviewed by a process of thematic analysis (Boyatzis 1998) to identify motivational themes leading to the establishment of corporate foundations. An open coding approach was applied to establish general themes, followed by axial coding to further develop and consolidate sub-themes and their relationship to other themes (Creswell 2012). Respondents' sentiments for each theme were evaluated by a process of sentiment classification, as being positively or negatively expressed, or if not mentioned during the interview (Liu 2012). Respondents sentiments were aggregated to assess the strength of support for each of the motivational themes and sub-themes, following a process of quantitizing (Sandelowski et al 2009).

Results and/or Discussion and Contributions

The research identified 10 sub-themes under four motivational themes as to why firms established corporate foundations, as well as identified five sub-themes related to whether firms and foundations were independent. The 16 participants in this study identified that five subthemes were used to varying degrees (see Table 1), to support the organisational rationale for establishing a corporate foundation. The five sub-themes most (H - dark grey) identified were; H1) to separate corporate giving from regular business activities, H2) influence from the board of the establishing firm, H3) to increase the establishing firms' staff engagement and participation, H4) to focus and formalise giving practices, and H5) to improve the reputation of the establishing firm. There were three moderately (M - light grey) supported sub-themes: M1) isomorphic influences from other firms, M2) lawyer influence, and M3) corpus for the foundation, with two sub-themes least (L - white) supported L1) taxation benefits, and L2) to pursue a shared value strategy.

Centralising Corporate Giving		Stakeholder Influences		Financial Benefits		Strategic Benefits			
Focus and Formalise Giving Practices	Separation from business activities	Board and Executives of Establishing Firm	Lawyer Influence	Other Commercial Firms (Isomorphism)	Corpus for Foundation	Taxation benefits	Reputational Benefits	Staff engagement and Participation	Shared Value Strategy
+14, NR1, -	+15, -1	+15, -1	+11, NR3, -2	+12, NR2, - 2	+11, NR2, -3	+7, NR7, -2	+14 -2	+14, NR2, -0	+6, NR6, -4

Table 1 – Summary of scores for motivational themes

Overall respondents viewed the theme of Centralised Corporate Giving positively. The subtheme of focus and formalisation giving practices is identified for establishing foundations within the academic literature (Bruch & Walter 2005). Formalisation was found in this research to be pursued by firms in the belief that a formal corporate foundation structure will make their philanthropy more focused. This research found that foundation managers believed that the establishment of a corporate foundation did make the firm's philanthropy more organised R11: "I definitely think it's good to have a separate organisation, a separate foundation or group that wholly look at that [corporate philanthropy] ... it's just good to have focus."

The sub-theme separation from business activities, through the establishment of a corporate foundation appears to also be undertaken to reduce agency costs, consistent with the literature (Gautier & Pache 2013). However, based on the interviews it appears that these agency costs may simply shift from the firm to the foundation, as the firm's executives are actively involved in the foundation's management and decision-making. Foundations lack of independence (see Table 2), therefore, negating the opportunity to reduce agency costs.

Overall respondents viewed the theme Stakeholder Influences positively, with most indicating that the sub-theme of boards and executives of the establishing firm were a key motivating factor in establishing a foundation. Other stakeholders (i.e., lawyers) were not seen as being as influential. Whereas, other commercial firms (isomorphic influences) were seen as moderately influential, with normative isomorphism (i.e., the expected behaviour within an industry) and mimetic isomorphism (i.e., copying an industry leader) both observed. R14: "So I guess started looking around at different corporate foundations, I spoke to a lot of corporate foundations around how they were structured and what worked and what didn't work for them." There were no instances of coercive isomorphism identified by respondents (Sharfman 1994).

There was mixed support for the theme Financial Advantages of Foundations. The sub-theme of the foundations' corpus has received limited discussion within the academic literature (Leat 2004). Based on the respondents' comments, it appears that some firms in this research were motivated to establish their corporate foundation based on the timing of a well-funded corpus being made available. R3: "Yes, would be the fact we wanted to have something that was perpetual in nature, enduring. So that said to us, no, setting up an endowment as opposed to having a cost centre where we funded programs from was really critical." In three of the cases, this funding arose when their organisations demutualisation occurred (i.e., when a community-based organisation changes from private to public ownership), which led to a sizable donation from the establishing firm. It was observed that foundation managers overseeing a sizable corpus had a clearer articulation of their foundation's objectives.

The sub-theme of taxation benefits has been identified within the academic literature as a motivating factor for why firms are practicing philanthropy (Webb 1994). Surprisingly, respondents did not consider tax benefits from using foundations as being important in their firm's decision to establish a corporate foundation. Rather, when tax benefits were raised during the interviews, respondents focused on the ability for the firms' employees (through payroll giving) or the general public (through external giving) to make tax deductible contributions to the foundation. Past literature suggests tax deductibility generally increases participation in charitable giving (Steinberg 1990), therefore this would be valued to external and employee donors. R16: "... the DGR status means that I can take donations from members of the public, I can take pre-packed donations from our staff, so you know, a lot of our employees will give \$10 a pay, but it only costs them \$7 because it comes out as a pre-tax deduction."

Overall respondents viewed the theme of Strategic Benefits positively, with the exception of the sub-theme on shared value, which received the least amount of support of any of the sub-themes identified. The sub-theme of reputational benefits was highly supported by respondents, describing how they promote the activities of the corporate foundation to reflect positively on the establishing firm. R7: "Ideally the purpose of a foundation is to enhance the brand of the establishing firm. So it's caring, it's got a community linkage, all those sorts of things. So in essence, the brand relationship is extremely strong, even if they try and deny it."

The sub-theme Staff Engagement was also widely supported by respondents, with many of the firms appearing to use the corporate foundation to boost staff morale and improve retention. R1: "And I think that was one of [the CEOs] other objectives, like you know in my mind the people part was, a lot of that was about staff becoming more engaged with the company, taking more pride in the company, giving the company more heart and so on. To me that was, it was about morale and engagement..." This focus on staff engagement suggests the foundation operates as a form of strategic philanthropy, as the primary intention appears to be benefits to the firm benefit rather than altruistic motives. Some of the respondents also indicated that their primary focus of communicating foundation activities was aimed at the establishing firm's staff rather than to external audiences or the broader community.

In addition to the four motivational themes, relationships of firm-foundation independence were examined, which comprised five sub-themes. As indicated in Table 2, most of the subthemes were more supported, suggesting there is limited foundation independence. For this section only 15 participants were included as one respondents' firm did not have a formal corporate foundation. The three sub-themes most identified (H - dark grey) were; H1) involvement of senior management in establishing firm in foundation activities, H2) establishing firm staff volunteering and giving through foundation, and H3) strength of relationships between foundation trustees and the firm. There were two moderately (M - light grey) supported sub-themes; M1) how the establishing firm funds and supports the foundation. and M2) shares objectives of the foundation and establishing firm.

Levels of Corporate Foundation Independence						
Strength of relationships between foundation trustees and the firm	Involvement of senior management of establishing firm in foundation activities	How the establishing firm funds and supports the foundation	Shares objectives of the foundation and establishing firm	Establishing firm staff volunteering and giving through foundation		
+11 -4	+12 - 3	+9 -6	+9 -6	+12 -3		

Implications for Theory and Practice

Agency theory was explored throughout this research as being the most commonly cited theory in the literature explaining corporate philanthropy (Werbel & Carter 2002). The results identify that firms were motivated to establish foundations in an attempt to reduce agency costs (Minefee et al 2015). However, the research also appears to suggest that the agency costs within the firm shifted to the foundation, rather than being eliminated. This was even more problematic, as executives of the firm were still actively involved in many aspects of the foundation, including serving as trustees, to actively controlling foundation operations. Thus, managers influence (i.e. agency) still existed. Attempts by firms to restrict executives of the firm from influencing their corporate foundation programs (Marquis et al 2007), would be valuable and also enhance foundations independence. While this research has found that agency theory can help to explain why corporations establish foundations, the implementation appears to be ineffective with foundations, simply integrated into the establishing firm rather than operating as truly independent trusts.

Based on the interviews and supporting the academic literature (Ward 2012), the results have identified that firms appear to lack the necessary information on the differences in alternative corporate foundation structures. Many managers of corporate foundations and trustees also had limited knowledge of both their and the organisations' legal obligations under the Australian legislation regulating trusts. The research identifies a number of compliance considerations regarding the establishment of foundation structures, to ensure foundations are truly independent (see recommendations below).

As such, the research has identified two key implications for policy makers and regulators. First relates to restricting past and present associations between trustees and the establishing firm. These existed in a number of cases and would be of concern to regulators, as the behaviours appear to not comply with current guidelines on the operation of trusts (Private Ancillary Fund Guidelines 2009; Public Ancillary Fund Guidelines 2011). Second is that the corporate foundation should not focus on providing direct benefits to the establishing firm. These too, breach the rules for trusts as there is a material benefit created for firms through their foundations. This could breach the test of benefaction when granting funds to their supported charities (i.e., not being given as a gift but to achieve a corporate benefit). Thus, using trusts as a form of strategic philanthropy would be inconsistent with governmental requirements.

Conclusion

The qualitative methods study completed 16 in-depth interviews with a large sample of the total corporate foundation manager population (37). The data collected from their semi-structured in-depth interviews, along with the researcher's subsequent data analysis and discussion, have made a timely empirical contribution to the largely neglected study of corporate foundations, providing research previously unavailable within the academic literature.

This research identified four motivational factors which drive corporate foundation establishment; a) Centralising Corporate Giving, b) Stakeholder Influences, c) Financial Advantages of Foundation Structure, and d) Strategic Benefits to the Establishing Firm. All of these issues were found to be significant, to varying degrees. This research also explored the Level of Corporate Foundation Independence and found that there is a lack of independence between firms and their foundations for participants firms in this research. The independence issue raises legal concerns that requires the focus of law makers, regulators, and trustees. With a high proportion of foundations potentially breaching corporate PAF and PuAF structures.

This research has found that firms voluntarily establish corporate foundations to practice strategic philanthropy and obtain a material benefit from the foundation. While acting as a form of strategic philanthropy may make sense, it does appear to breach the Australian guidelines for the operation of trusts. Corporate foundations are used by their establishing firms as a tax subsidised means of commercial advertising, under the guise of altruistic philanthropy. Corporate foundations are legally required to be operated at arms-length to the establishing firm, yet in practice are controlled like an internal department.

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Consumer protection in export education marketing

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Abstract:

This paper explores the realms of government regulation in export education marketing and information provision in Australia and New Zealand. The scope and sufficiency of government regulation is explored from the perspective of international students' consumer rights. In addition, this paper evaluates governments' abilities to observe education providers' code compliance. The findings demonstrate a notable level of cross-country convergence, including an emphasis on international students' rights to accurate and comprehensive information. However, differences exist in the exact wording, content and the degree of prescriptiveness. The identified weaknesses, including information asymmetries and weak compliance monitoring capabilities, limit the extent to which these codes can, in effect, secure international students' consumer rights. This paper highlights the need to consider these issues in any further development of the code frameworks and related compliance monitoring practices.

Keywords: International education, government regulation, consumer protection

Introduction and Research Aim

Export education is an important source of revenue in both Australia and New Zealand (Australian Bureau of Statistics, 2018; Education New Zealand, 2018). However, multiple concerns have been raised about the way in which this industry operates, including claims of insufficient protection of international students' rights (Marginson, 2012). Australia and New Zealand have responded to these concerns by introducing legislation that emphasises the need to safeguard both international students' and government's best interests (the latter including e.g. study destination's brand reputation and integrity of the immigration system) (Baird, 2010; Lewis, 2005; Ramia, Marginson, & Sawir, 2013b). However, it is unclear how effective this legislation is, in particular when the focus is on education providers' overseas marketing and information provision activities. Hence, the objective of this paper is to evaluate the extent to which the current legislation secures international students' consumer rights during the prearrival marketing and information provision phase. The research questions are

RQ1: How do Australian and New Zealand governments regulate education providers' marketing and information provision to international students?

RQ2: Do these standards secure good marketing and information practices in the international education industry?

Background

This paper uses agency theory as a loose heuristic framework. Agency theory and its key concepts, such as conflicts of interests and information asymmetries have been found to be applicable to government (principal) and education provider (agent) relationships (Lane & Kivistö, 2008) and international education contexts (Lane, Kinser, & Knox, 2013; Nikula & Kivistö, 2017). In Australia and New Zealand, the interests of the government and many providers align in the overarching goal of increasing the number of international students and the related export income. However, there is also evidence of serious conflicts of interests and informational asymmetries where the reputation of the study destination/s and/or the interests of students have been at risk due to questionable behaviour by education providers (ICAC, 2015; Nikula & Kivistö, 2017; O'Callaghan, 2017; Redmond & Moger, 2018; Wesley, 2009). Misleading marketing practices among education providers have also been identified in domestic contexts (e.g. Bradley, 2018; Choahan, 2016), and are hence not only limited to marketing to overseas students.

The current legislative motivating education providers to act in the best interests of the government (and prospective students) in their marketing and recruitment practices include the ESOS legislation in Australia and the Code of Practice in New Zealand. Prior studies have analysed international students' post-arrival rights and needs (e.g. Butcher & Mcgrath, 2010; Ramia, Marginson, & Sawir, 2013a), but there is limited literature on the pre-arrival marketing and information provision dimensions. In addition, none of the identified code studies (c.f. Ramia, 2017) have evaluated the existing frameworks (revised in 2016/2018). Hence, this study sheds light into the strengths and limitations of the current legislative in the domain of direct marketing and information provision.

Methodology

This research employed a comparative policy analysis of Australia and New Zealand as global early adopters of government regulation in export education (Ramia et al., 2013b). The benefits of Australian - New Zealand comparisons have been highlighted in prior studies on international student rights' and legislative frameworks (Ramia, 2017; Ramia et al., 2013a). The analysis included the direct marketing and information provision standards in the Code of Practice for Pastoral Care of International Students (2016) in New Zealand and the National Code (2018) in Australia. The qualitative content analysis commenced by a systematic reading and inductive categorising of the relevant code sections (Hsieh & Shannon, 2005). After that, the marketing and information provision content extracted from the two Code frameworks were systematically compared to identify similarities and differences, followed by an evaluation of the strengths and weaknesses of these frameworks, including governments' (or the assigned code administrators') abilities as a principal to observe education providers' compliance.

Results

The findings show a considerable degree of Trans-Tasman convergence. Both codes emphasise the need to render accurate and comprehensive information and stipulate minimum content requirements, including educational outcomes (e.g. qualifications), duration of study, available facilities/resources, the code frameworks, estimated tuition and living costs, accommodation options and refund conditions (Standards 1-3 & Clauses 11, 12, 15, 16). The New Zealand code emphasises providers' responsibility to assist students to make well-informed choices (4.11, 3.15) and that providers must "proactively seek to understand the information needs of international students" (4.12a). The minimum information includes New Zealand specific areas such as quality assurance results, compliance notices, and transport options (12c, 16.1). At large, the Australian code is more prescriptive and requires more of the content to be delivered in a written format. It also provides extra protection by requiring consistency with the Australian Consumer Law (1.1) and by inhibiting providers to make claims that secure successful migration or education assessment outcomes (1.3). Moreover, Australian providers are required to use unique identification details in their marketing materials (1.4) and provide information about exact study modes (e.g. online, work-based), assessment methods, nontuition fees, payment options and recognition of prior learning (1.2, 2.1 2.3-2.5, 3.3).

Discussion and Contributions

International students' rights to sufficient and accurate information have been clearly emphasised in Australian and New Zealand code frameworks since the early 2000s, but this has not removed all pertinent issues (Baird, 2010; Bonnett, 2019; IEAA, 2009-2015; PhillipsKPA, 2005). The Australian code's prescriptiveness and more frequent references to written delivery mode makes compliance with marketing and information provision standards easier to validate compared to the New Zealand code. For instance, the requirements to assist students to make informed choices and to seek to understand international students' information needs are laudable goals, but challenging to validate objectively and likely to result to diverse implementation practices. The same applies to all content sub-areas (e.g. facilities) as neither code includes information of the expected depth of detail. Moreover, the codes seem to assume that sheer provision of information equates understanding. To incentivise effective communication of minimum content, both codes could be amended to require providers to measure prospective students' actual comprehension of the content delivered

Code administrators' limited resources to monitor education providers, means that much of the current non-compliance with marketing and information standards rely on complaints from international students. This approach is ineffective due to issues such as international students' limited language skills and bounded rationality (Nikula & Kivistö, 2019), poor awareness of rights/the code frameworks (Ramia et al., 2013a) and limited reach and protection of those who do not commence their studies in Australia or New Zealand, including students in transnational arrangements. Hence, excessive reliance on complaint investigation can lead to significant information asymmetries between the government and the education providers. This gap could be reduced by considering more proactive methods of monitoring offshore compliance.

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Purchase decision-making at the BoP

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Abstract:

This paper analyses the purchase decision-making process (DMP) by the base of the pyramid (BoP) consumers. An empirical study was conducted with 342 responses from nine rural and urban BoP localities. This study identifies that consumer vulnerability leads to bounded rationality, lock-in effect and opportunism at the BoP. Restricted with fewer retail point alternatives, (from where they receive credit or contingency support etc.) the BoP consumers are forced to comply with the situation to mitigate their vulnerability. The retail selection and the brand selection get constrained at the BoP. However, BoP consumers do switch between the retailers when opportunism increases, liberating themselves from the perpetual lock-in effect. An established public distribution system can facilitate the availability of necessary items under strict supervision to remove the impact of bounded rationality, lock-in effect and opportunism. This will make adequate-quality products available and affordable and improve the well-being of the BoP people.

Keywords: Purchase Decision Making, Base of the Pyramid, Brand Selection

Does religiosity influence vice product consumption?

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Abstract:

This study is to explore the relationship between religiosity and vice product consumption. Religiosity defines the extrinsic utilitarian and intrinsic spiritual motivations of religious individuals. This paper discusses how intrinsic/extrinsic religiosity can potentially lead to less vice product consumption. It examines drinking and gambling as common vice products. It also considers the moderating effect of impulsiveness, which is an important personal trait with links to vice product consumption. We conducted a major survey with over 400 respondents. The results showed that intrinsic religiosity has a negative association and extrinsic religiosity has a positive association with vice product consumption urge and consumption. Impulsiveness positively moderates the relationship between religiosity and vice product urges, except for intrinsic religiosity and the drinking urge. As growing societal problems have links with vice product consumption, this paper provides potential directions for policy makers to discourage overconsumption, especially in countries with large religious populations.

Keywords: Religiosity, vice product, impulsiveness

Introduction and Research Aim

Nowadays, vice product consumption (i.e., drinking and gambling) has been widely adopted as a lifestyle to relieve daily pressure and tension. According to the WHO (2014), 38% of the world's population consume alcohol and 16% of drinkers engage in heavy episodic drinking. Gambling revenue reached US\$182.8 billion in 2015, with an overall compound annual growth rate of 9.2% since 2010 (PwC, 2015). Because of its potential impact on the wider society, vice product consumption deserves greater academic and public attention. Individuals with religion are believed to be better behaved compared to those who have no religion (Mathras, Cohen, Mandel & Mick, 2016), since religious creed advocates virtue and proscribes indulgence (McCullough & Willoughby, 2009). About 88% of the world's population hold certain religion or belief (Johnson & Grim, 2013). However, there are limited studies about what, and how, religiosity factors as a kind of personal value can contribute to the control mechanism between religiosity and vice product consumption (Muhamad & Mizerski, 2010).

The aim of this study is:

To suggest control mechanisms for vice product consumption, illustrating a theoretical relationship between a personal value (religiosity), a personality trait (impulsiveness) and vice product consumption (drinking and gambling).

Three research questions in line with this aim:

RQ1: Does extrinsic religiosity have a positive impact on drinking / gambling urge?

RQ2: Does intrinsic religiosity have a negative impact on drinking / gambling urge?

RQ3: Does impulsiveness positively moderate the relationship between religiosity (extrinsic / intrinsic) and vice product consumption urge (drinking / gambling)?

Background and/or Conceptual Model

The Theory of Planned Behaviour (TPB) refers to the individual's intention to perform a given behaviour (Ajzen, 1991). Intentions are triggered by three motivational antecedent factors: attitude, subjective norm and perceived behavioural control (Ajzen, 1991). Leveraging on TPB (Ajzen, 1991), Muhamad and Mizerski (2013) revealed the moderating effects of intrinsic / extrinsic religiosity on smoking behaviour. This study further investigates the impact of religious value on attitude, subjective norm and perceived control leading to vice product consumption. Since extrinsic religiosity means having religious involvement for self-interested reasons, such as networking, social support, and community resources (Vitell, 2009), whereas, intrinsic religiosity refers to religious commitment and involvement for a more inherent and spiritual objective (Vitell, 2009). Personal value affects individual vice product consumption urge, behaviour and experience. Since vice product can reliably and robustly shift subjective consumption experience; it varies across individuals in terms of strength and consistency of such experience (Shaffer, 1996).

Methodology

This study used a quantitative approach to investigate plausible relationships between religiosity and vice product consumption. Participants answered filter questions on age, cities, and religions, and the survey included reverse-scored items to ensure the quality of responses. The Chinese survey platform collected 1,438 questionnaires from working adults above 21 years old with religions from four major cities in China, of which 400 were valid, excluding unfinished and self-contradictory questionnaires. All scales in the questionnaire were administered in Chinese following the translation and back-translation procedures. Final translation was checked by a bilingual management professor to ensure a high degree of accuracy of each item. Pre-test was carried out among MBA and PhD students. EFA and CFA

analysis were generated with AMOS 24.0. The proposed structured equation model was generated using AMOS 24.0 and PROCESS analysis using SPSS 22.

Results and/or Discussion and Contributions

First, extrinsic religiosity has a positive association with drinking urge ($\beta = 0.212$, p < 0.01) gambling urge ($\beta = 0.226$, p < 0.001). Since extrinsic religiosity tends to have an association with negative characteristics (Donahue, 1985). Religious virtue does not apply to extrinsic individuals in the same way as intrinsic religiosity does for a more spiritual way. The results showed that extrinsic individuals may be more driven by the utilitarian aspects of drinking and gambling, such as amusement and stress relief, and less by religious concerns (Vitell, 2015).

Second, intrinsic religiosity has a negative association with gambling urge ($\beta = 0.127, p < 0.01$). As intrinsic religiosity equips individuals with better self-efficacy, spiritual support in their daily lives, and an intrinsic religious norm that affects personal value and behaviours (Wertenbroch, 1998). However, the result is not significant for drinking urge. Perhaps this result varies across different religions (in this case, the subjects were 75% Buddhists).

Third, the moderating effect of impulsiveness is stronger for the relationship between extrinsic religiosity and gambling urge than it is for intrinsic individuals. This is because extrinsic individuals tend to be more emotional than those who are intrinsic (Wiebe & Fleck, 1980); It is possible that religious engagements influence personality in both conscious and subconscious ways (Wiebe & Fleck, 1980). In this case, extrinsic heavy user may be more vulnerable to overconsumption and becoming addiction.

The study contributes to the importance of personal value in understanding externalities and social well-being. First, this paper indicates that extrinsic religiosity is more utilitarian and less related to religious values (Allport & Ross, 1967). Measurements of religiosity need to focus more on religious motivation (Allport & Ross, 1967). Second, the paper contributes systematic study of both substance and behavioural vice products. Although vice product research is well established in addiction and psychology, still it rarely occurs in the marketing literature.

The paper provides potential directions for policy makers to nudge consumers towards the avoidance of overconsumption, especially in countries with large religious populations. It suggests religiosity as a potential personal and cultural value in understanding the control mechanisms for vice product consumption, illustrating a theoretical relationship between a personal value (religiosity), a personality trait (impulsiveness) and vice product consumption (drinking and gambling). Second, the paper specifically investigates the fluctuated relationship between religiosity and vice product urge by analysing the intrinsic and extrinsic religiosity impacts on TPB (Ajzen, 1991).

Implications for Theory and Practice

This study encourages policy makers, NGOs, marketers, and society to take personal value into concern, such as religiosity, when planning for responsible vice product consumption and industrial regulation (see Wakefield, Germain, & Durkin, 2008). It is crucial to understand the religiosity dimensions of a multi-religion market to develop effective cross-cultural policy (Shyan Fam, Waller, & Zafeer Erdogan, 2004). It also helps NGOs to initiate antioverconsumption and recovery programs.

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Maternal health-care in rural India

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Abstract:

This study examines vulnerability in expectant-mothers in a rural context of North India. 830 deaths occur from pregnancy and childbirth-related causes every day, and 99% of these deaths occur in developing countries (WHO, 2016). Also, maternal mortality is higher in rural than in urban areas. Poor maternal health has several negative consequences such as adverse childhealth and lower participation in economic activity, leading to downward spirals into poverty. Using interviews and observation, we find that vulnerability in this study is largely related to services within the public health care sector, the social networks informants find themselves in, and to their own demographic characteristics. We follow and extend Baker et al. (2005) to include demographics and personal and social networks in conceptualizations of consumer vulnerability. Implications include inclusiveness of expectant-mothers in policy and decision making and an integrative agenda that promotes collective commitment and responsibility of various stakeholders.

Keywords: vulnerability, health, pregnancy Track: Macromarketing

Darwinian marketing: Beyond Newton's laws of marketing

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Abstract:

As marketing presents itself as science, and the marketing scientists are to be seen as pioneers of the marketing world, then marketing needs to embrace processes that reflect change as a constant (Darwin), rather than marketing as an immutable force comprising a logic (Newtonian), where rules, laws and mores serve to explain the marketing phenomenon within an environment that is understood as being essentially static. Newtonian thinking has influenced marketing thought and practice without an acknowledgment that the internal or external environments in which marketing operates, characterised as such by the ever-present variable of change, shapes both marketing thought development and practice We propose the recognition of Newtonian Marketing Logic (immutable laws of static environment) and the Darwinian Marketing Logic (adaptive processes in changing conditions), and offer that whilst the Newtonian assumptions have served and been of service, the winds of change suggest a shift to the adaptive Darwinian approach.

Keywords: Newtonian Marketing, Darwinian Marketing, Change.

Introduction and Research Aim

This is a conceptual paper, proposing an alternative explanation to marketing's world view. Marketing is oft presented as a sequence of laws and protocols, some immutable, some testable in SPSS, and other publishable in A* journals. As a sequence of declarative propositions, marketing draws on the scientific traditions of the Newtonian world view. Bartels (1988) outlines the Newtonian logic where the world is capable of mathematical interpretations, a prospect most familiar to the quantitative researcher, and a worldview invested in by Kotler, and similar contemporaries.

The aim of this study is to ask the question:

'Is marketing behaviour; that is, how marketing is applied in practical application, how marketing is taught in academia, and how it is conceived by the public, primarily shaped by an out of date "Newtonian" normative framework of conventions, rules, laws, routines and habits?'

Newton 'viewed social forms as fixed in nature and what change took place was at most a quantitative one within fixed limits set by a natural order of things' (Hamilton 1991:19). The universe was a mechanic piece. The classical approach to marketing thought to date has been interpreted in terms of its laws (exchange) and techniques (consumer orientation) and tactics (4 Ps), all of which are presumed to be quantitatively measurable. An alternative understanding is to interpret marketing from the more holistic institutional theoretical approach. Hamilton (1991) refers to this approach of analysing social organisations as Darwinism, an institutional reference to social organisations being subject to continuous change. We address two research axioms in line with this aim:

Axiom 1: Does Newtonian Marketing best describe the marketing world as it is? Axiom 2: Can Darwinian Marketing better describe the world as it could be?

Background and/or Conceptual Model

Hamilton (1991:4-5) introduces 'the Newtonian concept' defined as 'mechanical and repetitive change in accordance with fixed external laws of social mechanics'. In marketing terminology mechanical and repetitive change is consistent with Shaw's (1912) 'matter in motion' (Bartels 1951:9; Bartels 1988) which 'became known as the basic functions of marketing' (Jones and Shaw 2002:189). Fixed external laws manifest themselves through the act of exchange, the core concept of marketing. This is evidenced by Alderson's (1957; 1965) Law of Exchange, Kotler's (and Levy 1969; 1972) conditions of exchange, and Bagozzi's (1975) typologies of exchange. These are presented as the natural laws of marketing, the way in which we have come to think of marketing and explain its social structure. The question as marketers arises from the prospect that the universe is a mechanic piece that can be influenced through techniques and tactics (4 Ps; production, price, sales, consumer orientations), and observed through quantitative measures. According to a Newtonian approach, actions should be observable by measurable reactions, consistently, and the application of the discipline's laws, techniques and tactics that were quite clearly measurable, and static in nature.

Darwinian marketing views society, inclusive of human behaviour, as a process of cumulative change. Such change is an ongoing phenomenon influencing marketing thought and practice, and as such, introduces uncertainty as a barrier to declarative norms of marketing activity. The Darwinian orientation to marketing thought would interpret marketing's social structure to be determined by the 'process of cumulative change and as something undergoing further change' (Hamilton 1991:25). The key element of this influence is the concept of change in the environment within which the social structure is set and features cumulative and continuous change. The marketing literature has established that marketing is a function of the environment within which it operates (Armstrong et al 2012; Cant et al 2006; Levens 2010; Winer and Dhar 2011). An area of academic interest is the assertion from a Darwinian perspective that can be made linking the nature, scope and implications of the concept of change to a determination of the structure of marketing. Applying the subject of Darwinian thinking is not new to the marketing discipline - Eyuboglu and Buja (2007) coined the phrase Quasi-Darwinian to explain marketing relationship theory where relationships are viewed in the context of survival of the fittest.

Discussion and Contributions

The Winds of Change – Darwinian Marketing: Beyond Newton's Laws of Marketing

Nowhere in this understanding of marketing as a Newtonian concept does the discipline deal with the accumulation of change, and the acceleration of change through cascading momentum. The natural law approach of marketing, prescribes outcomes from static events, which conflicts with the dynamic uncertainties of co-creation, SDL, and other non-transactional marketing approaches. To embrace the uncertainty of the modern market may require a change from a Newtonian understanding where these principles are fixed to that of a Darwinian explanation of marketing where the marketing environment is never static but evolving in response to the changing nature of customer's needs and wants and operating environments.

This paper introduces the 'Darwinian Marketing Orientation' where the element of continuous, cumulative change is noted as having historically influenced both marketing thought and practice. Darwinian Marketing acknowledges that the development of marketing thought and the marketing system operates in a domain that is never a static market environment as implied by the exchange concept where marketing is defined as being all the activities that lead up to (and including) the instance an exchange takes place. An alternative world view is that marketing operates in an environment, external and internal, inherent of change and evolving in response to the force of this change. This is in contrast to the accepted heritage and practice of marketing which embraces the restrictive expression of Newtonian rules and laws associated with the exchange concept and is the essential distinguishing feature between classical Newtonian thinking, which represents contemporary marketing thought, and the alternative institutional Darwinian thinking.

Implications for Theory and Practice

The marketing discipline faces this dilemma as a result of the mimetic behaviour in thought development and teaching that embraces the concept of exchange only as the core element of marketing (a Newtonian technical explanation of marketing) as opposed to an evolutionary (Darwinian) explanation characterised by the concept of change. The concept of exchange, while fundamental, is in fact noted as being the building block upon which marketing's future development can be based (Alderson 1965; Bagozzi 1975; 1978; Kotler and Levy 1969; Kotler 1972; Vargo and Lusch 2004; Dann 2008). The criticism is that contemporary marketing thought and practice has failed to note what is inherent to the discipline and has thus failed to deal with cumulative and continuous change. Marketing Darwinism, the study of cumulative and continuous change in marketing, is a challenge to contemporary marketers (practitioners and academic alike) to rethink their approach to the discipline and to question the fundamental assumption upon which the discipline has been built since the 1960s and 1970s.

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ICT-supported collaborative-networks among older Australians

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Abstract:

In this paper, we illustrate how a user-centred collaborative network approach can offer a promising avenue for investigating the role of ICT in promoting social inclusion among older Australians. Increasingly the effective use of ICT among older Australians is a significant societal goal given the growing percentage of seniors in the population, their general lack of ICT-engagement, the high rate of loneliness and social isolation among this segment, the increasing migration of products and services to the digital space, and the opportunity that new ICT create for social inclusion. However, many ICT innovations are not designed for or with older consumers. The three propositions in the paper explain why a focus on collaborative networks can help transform older Australians' experience with ICT and create situated and, yet scalable, pathways for more senior adoption and engagement with ICT.

Keywords: collaborative-networks, participatory approach, older consumers, social inclusion.

Introduction and Research Aim

Older consumers are perceived as different from the general population in terms of their adoption and use of Information and Communications Technology (ICT), and this difference is often attributed to cognitive abilities, computer self-efficacy, and computer anxiety. (Czaja et al., 2006). However, the actual expectations and needs of older adults are often masked by stereotypes and, as such, not adequately assessed. Technology is not adopted widely by older consumers due to insufficient understanding or stereotyping of this segment's characteristics, expectations, and needs (Eisma et al., 2004). Studies also show that seniors are aware of technological benefits and are willing to try new technology (Demiris et al., 2004), but there exists a gap between what the designers and developers understand and what older adults want (Lee and Coughlin 2014). Recent research emphasises the need for more a contextualised study of technology-adoption in later stages of life and stresses the need to give voice to users (Barbosa Neves, Waycott, & Malta, 2018). Hence, we argue that a user-centred collaborative network approach can offer a promising avenue for investigating the role of ICT in promoting social inclusion among older Australians.

Background

Increased social inclusion for older Australians is a central goal of the Australian government. The government lead 'Australian Social Inclusion Board' defines social inclusion as having the resources, opportunities and capabilities to: Learn (participate in education and training), Work (participate in employment, unpaid or voluntary work including family and carer responsibilities), Engage (connect with people, use local services and participate in local, cultural, civic and recreational activities), and Have a voice (influence decisions that affect them) (Faulkner et al., 2012). Increasingly, ICT is used for learning, working, engaging and having a voice. As such, there are opportunities for new and existing ICT to support social inclusion. However, adaptions may need to be made to suit the needs of older consumers in order to produce solutions that are relevant to them (Coelho, Rito, & Duarte, 2017).

Promoting social connectedness is a crucial strategy in promoting social inclusion (Crisp, 2010). Social connectedness refers to the relationships people have with others. Social connectedness also applies to people joining together to achieve shared goals which benefit each other and society as a whole. Whereas belonging is associated with subjective notions of identity, social connectedness relates to participation in societal organisations or social networks (Crisp, 2010). It involves the quality and number of connections with others in social circles such as family, friends, and acquaintances. Social connectedness is essential regarding older adults' wellbeing (Ashida & Heaney, 2008; Gardner, 2011; Knight, Haslam and Haslam, 2010), and has a positive effect on physical and mental health (Cornwell, Laumann, & Schumm, 2008). Maintaining connections reinforces a sense of belonging.

ICT technology has been instrumental in enabling social connectedness among older Australians (Baker et al., 2018). However, using technology to support social connectedness is different from digital connectedness. The former suggests a purposeful introduction to online activities that enable enhanced online and offline connectedness, while the latter is an end in itself (i.e. being connected digitally). Promoting social connectedness with the help of technology includes understanding how to use technology to join others in social networks that help achieve individual and shared goals. That is, ICT becomes the means to the goal, not the goal itself. Social connectedness becomes a path to social inclusion when connected seniors learn digital skills to leverage their resources, opportunities and capabilities to learn, work, engage and have a voice in society.

A Collaborative Network Approach for understanding and promoting social connectedness Older Australians are a diverse group, with different ages and socioeconomic backgrounds and different life experiences and lifestyles (AIHW, 2018). Social connectedness is challenging due to the diversity of this segment. However, diversity is not a hindrance for participation in a collaborative network. A collaborative network (CN) is constituted by "a variety of entities (e.g., organisations and people) that are largely autonomous, geographically distributed, and heterogeneous in terms of their operating environment, culture, social capital, and goals. Nevertheless, these entities collaborate to better achieve common or compatible goals, and whose interactions are supported by computer network" (Camarinha-Mattos & Afsarmanesh, 2005, p.439). As such, CN seems like an ideal approach to understanding social connectedness in naturally diverse groups.

A collaborative network approach to investigating the role of ICT in promoting social connectedness among older adults includes understanding how the collaborative network environment shapes not only the adoption of ICT but its use in attending the social and instrumental needs of participants of such networks. Collaborative networks use ICT to support individual and organisational needs and goals. Recent research indicates that collaborative networks have great potential to benefit those who participate in them by incentivising the mutual learning of new social roles, promoting the redistribution of resources and creating opportunities for social connectedness and systemic value craetion (Figueiredo & Scaraboto, 2016). For instance, the University of the Third Age (U3A) Network Victoria is a collaborative network of older Australians. It has 109 chapters that are loosely connected by offline and online structures (www.u3avictoria.com.au). To understand the adoption and use of ICT in this context, one needs to understand how it enables the mutual learning, access to a range of valuable economic and non-economic outcomes, new social roles. The organisation of the CN should promote the redistribution of resources and create opportunities for social connectedness. From this, we put forward the following research proposition:

RP1. ICT supported CN's collaborative environment shapes how older Australians connect to create value for themselves and for the network. ICT should be understood as an enabler of this system.

A CN approach is recursive regarding technology adoption (Greenhalgh and Stones, 2010). This means that experience with technology needs to be studied concerning the social structure it supports and the actions of people in it. That is, social structures, human agency, and technologies each exist in a recursive relationship with the other two (Barbosa Neves et al., 2018). Further, social structures, human agency, and technologies co-evolve in complex and often unpredictable ways over time, which shape the ICT experience. Thus, for a CN to grow and improve, it needs to be designed for the interdependencies among individual members, groups, ICT and social structures. For instance, U3A holds technology classes for seniors; membership makes it easier to engage with ICT. In turn, those who engage with ICT can better take advantage of the online features of the CN, which further grow their social connectedness. Thus:

RP2. *CN's should be designed to support interdependencies among its elements.*

The ICT-supported nature of collaborative networks also makes them more flexible because they can respond to local needs while being operationalised across large areas. Take the U3A example: if the ICT network is structured to help members reach their goals in a decentralised manner, the U3A network can grow whilst improving the overall level of digital literacy, social connectedness, and engagement with the collaborative network. This

leads us to our final research proposition:

RP3. *CN's are both situated and scalable platforms for social connectedness and value* creation

Implications for Theory and Practice

This research contributes to social marketing by proposing a bottom-up collaborative approach to investigating the role of ICT in promoting social inclusion among older Australians. In doing so, it addresses calls for a) broadening social marketing thinking beyond "individualistic" parameters (Brennan, Previte and Fry 2016), b) more communitybased and participatory research methods, where voices of participants can be heard in a way that is sensitive to local institutions, traditions and values (Wood 2019), and c) new avenues for research on technology and older consumers, which remains an understudied segment in technology adoption studies and social marketing.

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Framing effects from valence on donation behaviour

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Abstract:

The purpose of this research is to investigate whether differential framing effects in a charity's campaign influence donation behaviour. Past literature has examined different types of message framing but found no conclusive findings on when or for whom, what type of messaging is most persuasive in gaining favourable responses. We investigate message valence effects from a regulatory focus perspective comparing promotion-focus (supportive ad) vs prevention-focus (combative ad), and how they may affect consumer mood. We also expect gender to act as a moderator in this effect. The findings in the study extended past literature where valence from regulatory focus was mediated by mood, while adding to the literature by showing how gender explains these effects. This study will assist charities in enhancing the effectiveness of their campaigns by better targeting their potential and current donors.

Keywords: Message valence, Mood, Gender

Introduction and Research Aim

Past studies suggest that individuals always try to evaluate the persuasiveness of a charity campaign before donating (Chang & Lee, 2010). There are many factors in influencing the persuasiveness a charity campaign ad, but framing effects were found to be most effective in influencing donation behaviour (White, MacDonnell, & Dahl, 2011; Botner, Mishra, & Mishra, 2015). Framing that is based on regulatory focus theory – promotion-focus vs prevention-focus - were found to be most persuasive to consumers because it touches on the innate motivational behaviour (Higgins, 2000)

Building on the same theory, Botner, Mishra and Mishra (2015) demonstrated that charities that campaigned with supportive ads (promotion-focus) were found to be more successful than combative charities (prevention-focus). However, most campaign-based charities that solely depended on individual donations (i.e. environmental charities) were campaigning mostly in combative and assertive tones and still surviving doing so (Cheng, Woon & Lynes, 2011; Kronrod, Grinstein & Wathieu, 2012). Hence, there are mixed findings on what kind of messages are most engaging for consumers (i.e. casual donors vs hard-core activist).

Furthermore, while much has been researched on valence effects in an ad, there are few studies that use regulatory focus theory and consumer emotion/mood (an exception, Bhatnagar & McKay-Nesbitt, 2016) in determining message persuasiveness. Although past studies suggested that males and females are not the same in terms of emotion when responding to an ad (Darley & Smith, 1995) and females have displayed stronger attitude in prosocial/pro- environmental behaviour than males (Wang, 2008; Zelezny, Chua, & Aldrich, 2000). To the best of our knowledge, this is the first study to show that gender might play an interactive role in investigating mood as a mediator to the valence effects toward persuasiveness. Finally, this study suggests to marketers, especially independent charities who solely depend on individual donations, to create an effective prosocial/pro-environmental campaign that more precisely target specific donor segments.

The aim of this study is:

To investigate the interactive and underlying factors that explain the persuasiveness of the charity's campaigns among consumers.

Research Background and Hypotheses

Past research suggests that emotion focused advertising is more effective than non-emotional (Leiserowitz, 2006) but inconclusive on whether emotion/mood – positive or negative-explains donation behaviour (Gardner, 1985; Erlandsson, Björklund, & Bäckström, 2015; Schwartz & Loewenstein, 2017). Bagozzi, Baumgartner, Pieters and Zeelenberg (2000) suggest that emotions were usually conceptualised as an outcome from regulatory focus but not an underlying factor. We argue that consumers typically respond to messaging in an advertisement depending on their mood. Hence, we propose H1: Combative messaging (prevention focus) leads to higher persuasiveness than a supportive messaging (promotion focus), and this effect is mediated by negative mood.

Additionally, past research has mixed findings on how different genders respond to the ad (Darley & Smith, 1995; Fisher & Dubé, 2005). Specifically, in a prosocial or pro-environmental context, past studies demonstrated that females were found to be more emotional when evaluating an ad (Wang, 2008) and display a stronger attitude than males (Zelezny, Chua, & Aldrich, 2000). We argue that males and females would respond differently to the framing valence in the ad. Therefore, we propose **H2**: Gender plays an interactive role with message valence toward message persuasiveness. Specifically, females will display a stronger

effect than males on negative mood in responding to the ad campaign.

Methodology

This research implements two stages of experimental studies where the first is testing the message persuasiveness, and the second is testing the donation behaviour (in terms of time and money). The first study was implemented with the design of one-way three levels (valence: supportive (6 ads) vs combative (6 ads) x 1 neutral ad) between-subject design. We ran the study on Mturk with 407 usable respondents. We adapt instruments for message persuasiveness (Block & Keller, 1995), framing valence (Higgins & Cornwell, 2016; Lee & Aaker, 2004), mood (Batra & Stayman, 1990), regulatory focus (Higgins et al., 2001) and picture valence (Chang & Lee, 2010) in our survey questionnaire. The control variables in the study are the length of membership with environmental charity and self-reported English fluency. The data were analysed with SPSS, and we used the Process Hayes model for mediation and moderated mediation analysis. The second stage of the study was a replication of the first stage but only with the three best ads from each valence to determine the donation behaviour

Results and Discussion

Since we have six ads per valence (supportive vs combative), we examined the Levene's test and homogeneity subsets for our manipulation checks. The manipulation checks were successful, where the participants in supportive ads see it as more supportive and emphasising on gaining positive outcomes. Whereas, participants in combative ads see it as more combative and emphasising on avoiding negative outcomes. Importantly, picture valence (positive vs negative) were found significantly different but did not mediate the valence effect toward persuasiveness.

We found that combative ads (M=5.38, SD=1.30) were more persuasive than supportive ads (M=4.77, SD=1.56). Supporting H1, negative mood (sadness) significantly mediated the message valence at p<0.001 toward persuasiveness (b=0.49, 95% confidence interval [CI]=[0.32, 0.69]). We also found a significant interaction effect at p=0.025 from valence and gender, where males perceived supportive ads as more persuasive (M=4.87, SD=1.56) than females. While females perceived combative ads as more persuasive (M=5.61, SD=1.16) than males.

We ran Hayes Process Model 59 to test the moderated mediation analysis for mood and gender. Our findings partially support H2, where only males significantly moderate the mediation effect of sadness at p<0.05 (b=0.39, 95% confidence interval [CI]=[0.14, 0.65]). In comparison with males, females show significant conditional direct effects at p<0.05 for valence toward persuasiveness (b=0.69, 95% confidence interval [CI]=[0.13, 1.25]).

Implications for Theory and Practice

Our findings extend past studies by demonstrating that the regulatory focus framing strategy does have different effects on gender and mood toward ad effectiveness. Specifically, (i) sadness mediates the valence effects toward persuasiveness and (ii) gender played an interactive role in mediation effects, although partially supporting our second hypothesis. The study provides understanding to charities on how to target donors based on their gender and what kind of messaging that works for them to increase donation. Acknowledging the limited budget that charities always faced in affording sizeable marketing budgets for their campaigns, we are hoping this research can assist charities when developing persuasive messaging to specific donor segments.

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Consumers' perceptions and reactions to content marketing

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Abstract:

While masked advertising (e.g., native ads) is on the rise, consumers' advertising literacy is not able to keep pace with the new forms of persuasion. In this study (n=100), we explored the perceptions and reactions of consumers towards diverse forms of content marketing. Findings suggest that both younger and older consumers have problems identifying promotional messages. Even after identifying the source, they often maintain their positive reaction towards the ad, when the message content conveys value (e.g., adequate entertainment, relevant background information). Negative reactions arise only if consumers notice a clear sales pitch or strong manipulative interest by the source. Overall, results suggest a relatively uncritical handling of consumption-related messages in diverse media outlets by consumers. Our research points to the need to educate consumers about the new advertising strategies and to find better ways to indicate the commercial source of brand-sponsored messages.

Keywords: Native Advertising, Sponsored Content, Persuasion

Introduction and Research Aim

Within the last years, the advertising landscape has dramatically changed. Over several decades, consumers have learned how to identify and deal with the classic forms of advertising such as TV commercials, printed ads, and radio spots. This knowledge and its implementation, which are essential parts of consumers' advertising literacy (e.g., Rozendaal et al., 2011), can protect them from unwanted persuasive attempts. Because people often distrust advertising (Darke & Ritchi, 2007) and are annoved by it, they regularly use strategies to avoid advertising. offline and particularly online, where ads are often intrusive (Kelly, Kerr, & Drennan, 2010). To counteract this defense- and avoidance-behaviour, companies increasingly use innovative forms of communication to promote their offerings. These forms can be summarized as 'Content Marketing', which has been defined as "the creation of valuable, relevant and compelling content by the brand itself" (Pulizzi, 2012, p. 116) and aims at generating a positive behaviour from its recipients. It often appears in online formats like native ads, sponsored content or corporate blogs, but also non-digital as printed customer magazines or newspaper supplements. Because content marketing products generally take a journalistic approach, therefore mimicking credible information sources (e.g., edited news articles), for consumers they are more difficult to identify as persuasive attempts compared to classical ads (Kaikati & Kaikati, 2004). Consequently, classic advertising literacy may not be helpful. Additionally, although laws demand companies to mark these promotional messages (e.g., with sponsorship labels), consumers often overlook or ignore these labels, which are generally very inconspicuous (e.g., Wojdynski et al., 2017).

The aim of this study is:

To investigate how consumers perceive, process, and react to content marketing and which factors moderate the effects.

We address three research questions in line with this aim:

RQ1: Do consumer recognize masked promotional messages in diverse media outlets?

RQ2: If so, how precisely do they identify these messages? And what is the role of the message's content for identification?

RQ3: What are the post-identification reactions and how do consumers rationalize them?

Methodology

In the first and completed study of our research project, we took an exploratory approach and interviewed 100 persons by means of qualitative interviews. The objective of this study was to generate broad as well as in depth insights into the research questions. Participants came from all age groups, professional and educational backgrounds. They were sequentially given five different types of content marketing products: a customer magazine, a media supplement, a native ad in an online newspaper linking to a sponsored content page, a thematic website by a company, and a sponsored Facebook post. To somewhat disguise the purpose of the study, the stimuli also contained one short journalistic article from an online newspaper site. After answering some questions regarding their general media use, participants were first asked to look at each stimulus and state whether they find it interesting and credible, who the source of the content is and what its possible intentions are. This lead to the question whether the content was perceived as advertising and what indicates that it is or not. Participants were encouraged to speak their mind openly and to elaborate on their thoughts and emotions freely. Interviews lasted up to one hour. They were recorded, transcribed and then analysed using contentual-structuring content analysis (Kuckartz, 2018).

Results and/or Discussion and Contributions

Results show that most participants paid little attention to the labelling cues that signal the message's source. This was even more the case when participants were unfamiliar with the specific type of promotional content and when the label was inconspicuous. The interviews revealed that participants particularly focused on the content, and not on its commercial and potentially biased source. When the content was considered interesting, reactions were generally positive also after identifying the commercial source. In those cases where the content was part of a journalistic medium (native ad, media supplement), mainly older participants attested high credibility also to the content marketing product. This positive spillover effect was less pronounced for younger participants.

Yet, we also encountered negative reactions towards the messages and sources. Reactions tended to be negative for those stimuli that prominently promoted a product and thus contained a sales pitch. These stimuli triggered typical associations with classical advertising and manipulative intentions, which lead to reactance. Some strong negative reactions furthermore occurred when participants noticed the commercial source of the content after they had at first overlooked it because of its inconspicuousness. In that case, people felt duped and betrayed. Asked whether the content they just saw was advertising, many participants negated, even after becoming aware of its commercial source. Many described the content marketing stimuli as a mixture of information and advertising. Advertising, according to their definition, needs to contain praise of a product and a message clearly conveying an intent to sell.

Implications for Theory and Practice

In sum, these findings demonstrate consumers' inattentiveness to source labels in content marketing, which supports findings from earlier research (e.g., Wojdynski et al., 2017). People tend to recognize the commercial source only when the disclosure or logo is very prominently placed. This suggests the need for stricter disclosure regulations that also include the factor of conspicuousness. Yet, even if consumers become aware of the commercial source, they often do not consider the message to be advertising, when the content does not contain a clear sales pitch. This indicates a more critical issue, namely the lack of awareness among consumers that companies or organizations try to subtly persuade their target groups and only in a second or third step aim to elicit buying behaviour. Advertising literacy in the classical sense does not work here, which points to the necessity of educating consumers, young and old, regarding contemporary forms of persuasive commercial communication.

The results furthermore indicate the necessity to shed more light on the conditions moderating the positive as well as negative effects of content marketing. To do so, a survey among consumers and a series of experiments are in planning in order to evaluate the impact of different types of content (informative, promotional) on consumers with different characteristics (e.g., level of advertising literacy, familiarity with content marketing).

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Older consumers' independence and technology adoption

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Abstract:

This paper explores older consumers' (50+) experiences of independence as shaped by their adoption of everyday technologies such as smartphones and tablets. Through ethnographic fieldwork as a 'tech-helper' volunteer at a retirement village in Melbourne, Australia the research offers two findings which contribute to research on older consumers and technology adoption: (1) older consumers seek choices of meaningful things to do with their devices which uphold their feelings of independence; and (2) older consumers face various challenges in seeking and receiving tech-help from others which can enable their uses of technologies. These findings present two implications for policymakers who wish to encourage older consumers' adoption of everyday technologies: (1) policies should extend their focuses beyond teaching the basics of operating various technologies to helping older consumers identify meaningful uses of their devices; and (2) policies should consider and support the advantages of each source of tech-help utilised by older consumers.

Keywords: independence, older consumers, technology adoption

Introduction and Research Aim

Australia faces an ageing population (Australian Bureau of Statistics, 2017). A challenge of this demographic shift is ensuring a high quality of life for this rising number of older Australians. To meet this challenge, the Australian Government seeks to develop older consumers' technology skills (Be Connected, 2017). It is assumed that the adoption of devices such as smartphones and tablets will enable older consumers to stay connected with others, shop online, and access welfare services more easily – activities which promise to improve their quality of life (Hill et al., 2015; Sum et al., 2009). This paper contextualises these developments within the lived experiences of older consumers, to investigate how their quality of life is shaped by their tech-adoption activities.

Quality of life is an assessment an older person makes about their wellbeing in relation to each major area of their life, such as satisfaction with their self, family, friends, health, finances, housing situation and activities (Gabriel & Bowling, 2004; Lawton, 1983). It can be seen that the usage of everyday technologies has the potential to enhance each of these various areas of life. Moreover, quality of life as a concept is intertwined with independence – which is dominantly understood in Western contexts such as Australia as an older person's abilities to perform self-care activities such as bathing, communicating, dressing, eating and toileting without the help of others (Ball et al., 2004). As many everyday activities and spaces are increasingly mediated by technology products like smartphones, tablets and computers, abilities to operate these devices without help from others is likely to also be important for older consumers to achieve independence. This can be challenging when considering the difficulties of older consumers in adopting contemporary technologies, such as not readily seeing their usefulness, and a lack of confidence and fears associated with their use. These challenges often require older consumers to seek help to enable the successful adoption of their devices (Hernández-Encuentra et al., 2009; Lee & Coughlin, 2015). Amidst this theoretical backdrop, this research aims to give a voice to older consumers through investigating their experiences of adopting everyday technologies and studying how their adoption might impact upon their independence. In so doing, the research provides actionable insights for policymakers who wish to improve the quality of life experienced by older consumers.

The aim of this study is:

To explore older consumers' (50+) experiences of adopting everyday tech-products, seeking how their adoption might impact upon their independence and quality of life.

Two research questions are addressed in line with this aim:

RQ1: How does the adoption and consumption of everyday tech-products shape older consumers' lived experience of their independence?

RQ2: What are older consumers' lived experiences related to their choices to seek and receive help with their tech-products?

Methodology

The research was carried out via a 14-month ethnography of a retirement village in Melbourne, Australia where I served as a 'tech-helper' volunteer, troubleshooting and coaching the uses of residents' tech-products. Entering into the village through this role allowed me to access their lived experiences with their devices, which was crucial to developing an understanding of their independence (Schwanen & Ziegler, 2011). Ethnographic methods are utilised in consumer research to discern patterns of consumption which contribute towards the shaping of people's lived

experiences. The idea is that immersion and participation in the cultural context enables the researcher access to such consumption patterns of members and their meanings as they unfold in their natural settings (Arnould, 1998). It was through my successes in solving tech-problems and teaching residents uses of their tech-products that I was able to gain their trust and willingness to share stories about how their lives have been impacted by their devices. Residents' stories and experiences are captured through fieldnotes, photos and interviews (Belk et al., 1988), with these materials analysed iteratively during the ethnography to develop the findings (Spiggle, 1994).

Results and/or Discussion and Contributions

Two findings emerged out of the ethnography. First, older consumers experienced various impetuses to bring new tech-products into their lives which all impacted upon their independence. Two regarded types of use. One set were necessary uses such as email, messaging and internet browsing which residents believed were activities that everybody regardless of age should be able to do with their devices. These uses were crucial for residents to manage their own affairs, such as organising social events and accessing welfare services which have increasingly moved online. This type of use paralleled self-care activities which are important to achieving independence. Another set were meaningful uses which were optional uses tied to leisure activities, hobbies and passions such as photography or listening to podcasts that held strong identity value for residents (Dean et al., 2014). It was being able to choose to do such activities with their devices that made residents feel independent (Ball et al., 2004). A third impetus related to family members gifting tech-products to residents. Independence was challenged in these situations as the arrival of the technology was beyond the resident's control with its uses not readily apparent, and any difficulties using the device were experienced as further activities they could not do for themselves.

Second, older consumers faced challenges in seeking and receiving help with their technologies from family, market and community sources of assistance. Family were often drawn upon first for help, but could not always do so due to being busy and living outside the village (Epp et al., 2014). Market providers were preferred when family were not available or desirable to ask (Marcoux, 2009). However, salespeople were indifferent to providing help and professional tech-help service providers were expensive and better suited to fixing tech-products than coaching their operation. Community sources such as group classes in local libraries filled in where family and the market were not viable options. Nevertheless, classes were not always effective as they focused on teaching the basics of how to operate devices than helping residents identify meaningful things they could do with them. For these reasons, residents developed a preference for regular one-onone coaching which they felt assisted them the best to learn how to use their tech-products.

Implications for Theory and Practice

While the findings may be particular to the retirement village of the fieldwork and its residents, they broadly suggest that the identification of meaningful uses of devices and the provision of help by others are important to consider when theorising the adoption processes of older consumers and their potential impacts upon independence. Moreover, the findings offer two resulting implications for policymakers who wish to make impacts upon older consumers' quality life through influencing their adoption of tech-products: (1) policies should extend their focuses beyond teaching the basics of technology use to helping older consumers identify meaningful uses of their devices; and (2) policies should consider and support the advantages of each source of tech-help drawn upon by older consumers.

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Theory and a pathway to NDIS reform

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Abstract:

This paper will consider the potential impact of the National Disabilities Insurance Scheme (NDIS) on the Not For Profit Disability welfare sector (NFPD) in Australia through evaluation of theoretical and observed potential variations in sector characteristics, structure and approach. A predictive matrix is proposed which may assist government and businesses to plan, act and allocate the appropriate resources necessary to minimise the potential of policy failure.

These predictions suggest a potential realignment of the sector and/or potential response action of the Not for Profit Organisations (NPO) and propose possible outcomes that the sector will exhibit due to the change experienced from deregulation. The predictions consider the exchange mode and how the sector would implement and adapt to change in order to fulfil the current and projected future needs of society.

Keywords: Disabilities, deregulation, not for profit.

Introduction

Industry deregulation has been applied since the 1970's by successive Australian Federal Governments across a variety of sectors (Emmery, 1999). Typically, the aim of these deregulations has been to create more competitive and liberalised markets leading to greater efficiencies in resource allocation. Alternatively, deregulation involves applying external shocks to a system to transition from current equilibrium to a potentially more efficient equilibrium state. The proposed National Disabilities Insurance Scheme (NDIS) deregulation initiative with its staged four-year implementation program, will likely impact significantly on the NFP disability welfare sector (NFPD) with potential significant disturbance in terms of reorientation of program support, agent decision processes, reframed service delivery measures and sector structure.

This paper will consider the potential impact of the NDIS on the NFP Disability welfare sector (NFPD) in Australia through evaluation of theoretical and observed potential variations in sector characteristics, structure and approach. A predictive matrix is proposed which may assist government and businesses to plan, act and allocate the appropriate resources necessary to minimise the potential of policy failure.

Background

The NDIS seeks to achieve several policy outcomes; firstly the ongoing whole of life support to persons with a disability (Australian Government, 2015; OECD Report, 2010). Secondly, through social inclusion; and thirdly economic savings where program benefits exceed the costs KPMG (2014).

A common government approach to social policy change has been deregulation. However, due to the varied outcomes in terms of success and failure as discussed above, impact of deregulation for the Not for Profit (NFP) sector will likely affect sector characteristics and structure. The Australian Disability Charities Report 2014 notes that 85% of NPO's are in receipt of some form of government support funding and this can influence the relational posture adopted by the NPO. Ostrander and Langton (1987) suggest that the NFP sector structure is multi-layered with an interactive role relationship between parties (NPO's, government and consumer) that realigns the sector boundaries. In the Australian NFP sector, the government adopts multiple actor roles; as supplier, controller, and recipient.

For the purpose of this paper, Salamon and Anheier's (1997) definition of an NFP is applied. This definition recognises the ambiguity of the term "Not for Profit" along with the constraints in applying a single framework definition across multiple nations. They propose that the NFP sector is defined by a set of five characteristics; Organized, Private, Non-Profit distributing, Self-governing, and Voluntary (Salamon and Anheier 1997, pp. 33-34). This set of defined characteristics allows for the comparison of NFP sectors regardless of contextual factors such as culture, history, legal structure and political environment.

Discussion

It appears that, Australian NPO's will due to NDIS policy realign the social welfare fulfilment process. For example the NDIS policy outcome may require many NPO's due to size to consider merger or acquisition strategies, or introduction of more free market initiatives in order to survive. This will likely result, in a realignment of sector resources to achieve social outcomes (Australian School of Business 2011). The level of impact for the Australian NFPD sector is likely to be significant and therefore the impact of these changes needs to be known. Finally, response by the sector needs to be considered. It is suggested that economic theory

will likely drive response as NPO's seek to establish operational models that will ensure survival. This is likely to be reflected in behavioural economics (Colin & George 2004) which combines Stigler's (1965) economic criteria with an individual's judgement and choice.

Based on the comparison in relation to sector deregulation, there are several predictions pertaining to deregulation and exchange modes. Each is supported by a theoretical opinion and reflect the dynamic nature of change and causal impact of implemented change.

In terms of deregulation, the NFPD sector it is predicted that the sector will experience a significant level of change. In Australia the planned deregulation through the introduction of the NDIS will create a level of environmental uncertainty (Bourgeois 1985) and require a level of adaptive change (Miles, Snow, Meyer & Coleman 1978) by NPO's as they respond to new and emerging market conditions. The NDIS is designed to improve the quality of life for individuals with a disability (PriceWaterhouseCoopers 2011). This may require NPO's to become more entrepreneurial and realign operations in order to meet the predicted challenges arising from sector deregulation. A key outcome here is likely to be the restructuring of the welfare sector and the predicted consolidation of market providers (Carter 2015). Given the potential level of change it is important to understand the potential impact of this change on market services, providers and customers. These three elements of the NPFD sector will help to measure and define the level of policy success or failure.

The exchange mode considers more the NPO relationship dynamic with selected parties (government, providers and consumer). Given that the NDIS is designed to provide ongoing support to individuals with a disability and that they have the choice to select a provider. NPO's it is predicted will need to develop a broader product offering. This offering will be achieved through introduction of new services; the development of new alliances or merger and acquisition. All three of these approaches are disruptive and will also be compounded by the need to build a level of customer relationship management in order to attract and retain customers. This will likely be key as NPO's will be required to introduce new service and products offerings to achieve improved revenue (Weerawardena et al 2010, Tyler 2005), whilst also maintaining their mission and principles (Alter 2003).

Implications for Theory and Practice

These predictions depict potential realignment of the sector or potential response action of the NPO, and propose possible outcomes that the sector will exhibit due to the change experienced from deregulation. The predictions consider the exchange mode and how the sector would implement and adapt to change in order to fulfil the current and projected future needs of society.

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Spatial matrix: Market actor motivation to conform

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Abstract:

This conceptual paper explores the insights provided by market practice model towards salient questions raised by Vargo et al. (2017) as to how market actors are motivated to change behaviors. The model, founded on practice theory, provides a contribution towards a general theory of markets by describing markets as social structures demarcated by specific categories of routinized practices known as parameters. In this paper, the author draws on diverse literature to explicate the *spatial matrix* parameter by which market actors determine the 'us' within a market from the 'others' outside the market and thus adapt to the specific market practices of the 'us' in order to engage and exchange. Understanding the spatial matrix parameter and actor performances of practice provides a dynamic context for future market conceptualizations and impacts on both academic and practitioner understanding of innovation within markets, market structures, marketing strategies and consumer behavior.

Keywords: market boundaries, practice theory, actor conformance

Introduction and Research Aim

Market and market boundary definitions have centred on neoclassical economics-based approaches even where notably deficient (Geroski, 1998). Recently, the marketing discipline has expressed a need for a general theory of markets which is sufficiently compelling as to supersede neoclassical economics ontology. A new market model would reflect and provide context for contemporary theorizing of markets and marketing in the dynamic networks realism of the service-centric paradigm while accounting for market complexity (Mele, Pels, & Storbacka, 2015). Furthermore, Vargo et al. (2017) raises the salient question of how market actors are motivated to change behaviors. Gosling, Richard, and Seo (2017), in arguing for a model of markets based in practice theory, describe market boundaries, and thus performances by market actors, as defined by the limits of nine specific categories of market practices termed parameters.

However, Gosling et al. (2017) is sparse in the theoretical underpinnings and definitions of some parameters. Exploration of the parameters would provide insights valuable not only for market definition that meets conceptual needs for complexity and dynamism, but also for strategy and innovation development (Gaddefors & Anderson, 2009) and for fresh understandings of consumer behavior and consumer culture (Arnould & Thompson, 2005). The purpose of this paper is to present diverse theory that enables the conceptualization that market actors change behaviors to perform in step with the specific routinized practices of a market thereby gaining and retaining inclusion and the benefits of trade.

Conceptual Background – the Spatial Matrix parameter

Contemporary philosophy, in eschewing the modernist-positive foundations of economics, favours a post-Nietzschean humanism where the meaning of 'nation' is changing, referring not to territory but to the human inhabitants and their understanding of self – that is, the relationship between 'us' and 'others' (Ferry, 2019). Philosophy and sociology literature defines the space agreed by actors as the *spatial matrix* (Morley & Robins, 1995). Morley and Robins (1995) describe the construction of symbolic geography for separating insiders from outsiders, such as who is in the market and who is not, based on the coherence, cohesion and continuity of the market actors through a collective memory. Furthermore, Lefebvre and Nicholson-Smith (1991) describe space as a complex social construction acting not only as the terrain for social relations and actions but also determining that social relations and actions will occur in a certain way thus allowing distinctions between those who belong within the space as 'us' and those who do not as 'other'. Concepts of 'us' and 'other', based on shared symbolic geography and practices, helps explain the specific practices of market actors relating to specific markets.

Marketing theorizing has recently explored social practices definitions of markets and market boundaries (Nenonen, Storbacka, & Rehl, 2014), recognising markets as social structures are dynamic, and are delineated from others by the practices recognised and routinized by actors within the structure (Giddens, 1984). Thus, market boundaries can be determined by the extent of the practices performed by market actors. In brief: what is exchanged and how it is exchanged is dependent on the practices (meanings and actions) performed by market actors who are defined by, and who help define, particular socially constructed structures called markets (Gosling et al., 2017). Maintaining boundaries requires ongoing interpretive efforts of promulgation and definition of the attributes of similarity among the societal members.

Markets, as social space, thus have porous boundaries that enable not only recognition of 'us' from 'other' but also enable market actors to pass in and out of the structure through adopting

the practices by which the society is defined (Eisenstadt & Schluchter, 2001; Jessop, 2012; Jessop, Brenner, & Jones, 2008).

Discussion and Contributions

Spatial matrix, as a market parameter, is thus defined in this paper as the equivocal and dynamic, physical and virtual, tangible and intangible, and symbolic limits of exchange space by which market actors differentiate between 'us' and 'other'. The symbolic limits of the market reflect the ways actors within a market differentiate who are 'us', and who are 'other' on the outside of the market boundary, and how offerings and market exchanges are understood, represented, normalised and routinized (Kjellberg & Helgesson, 2006, 2007). The spatial matrix parameter thus includes non-human market actors, such as infrastructure (e.g., ports, railways and fibre networks), as much as actor perceptions on how the infrastructure should be used or what infrastructure represents in terms of market boundaries (Layton, 2015).

The market practice model (Gosling et al., 2017) argues market actors are co-producers of practice that form the rules of performance in a market. Practices are shared by actors, and incentives provided such as the ability to participate in trade, and seek and share information (Arnould & Thompson, 2005). To participate in a market, actors adopt the collective cultural identity by participating in practices peculiar to a market. Actors are thus incentivised whereby performances that comply with market practices are rewarded with *inclusion* thereby enabling exchange. Market actors who do not follow these practices are subjected to corrective action, which may involve exclusion (Schatzki, 1996). A market is thus comprised of market practices enacted by the network of market actors who, to gain and retain access and participate, are willing to conform to the practices delineated by market parameters describing the behaviour of 'us'.

Implications for Theory and Practice

By enabling greater understanding of how market actors change performances to engage within a market, the fresh definitions of the spatial matrix parameter contribute towards the market practice model, which itself contributes to the ongoing debate for new conceptualizations of markets. The spatial matrix parameter has evident implications for market shaping strategies by innovators, managers or regulators. Market actors would first identify the specific practices of 'us' and then determine how practices could be changed to a desired form. Subsequent phases of strategy development would involve recognising and understanding the value proposition elements that define and enable the transvections being impacted by parameter change. A further phase would involve building in value through change-reflecting service definitions across transvectional networks. For example, innovation potentially opens new markets. The spatial matrix, in combination with the eight other parameters, suggests market actors, to become 'us', must accept particular practices in order to accept the innovation, and to become part of the new market. Critically, an innovation would succeed only if sufficient 'others' can be inculcated into the new practices to become 'us'. Furthermore, regulators have struggled with the application of economics-based definitions of market boundaries, suggesting that an alternate market practices based approach may resolve upstream and downstream complexities including determining the desirable behaviours of 'us' and how these may be achieved. The applied managerial and policy implications suggest further research to expand understanding of the spatial matrix and other parameters. Situated research could enable isolation of specific practices to allow for targeted market boundary definition and strategising of market shaping efforts.

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An overview of quantitative methods for investigating externality effects in macromarketing

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Abstract:

The paper outlines the potential use of spatial econometric models for investigating spillover/externality effects in the field of macromarketing. It reviews concepts such as spatial dependence and outlines the different variants of spatial panel data models which can be employed for the analysis of spillover/externality effects. Research examples are presented. The paper ends with outlining macromarketing related suggestions for investigating externality effects in marketing systems.

Introduction

The magnitude and scope of unseen costs of marketing decisions including externalities/spillover effects, on a both local and global scales, is increasingly taking unprecedented character in recent years (Lazcniak 2017). Within specific marketing contexts, parties involved in exchange may simply pay a fraction of the full price, while society and/or the nature bears the burden of the rest of the cost. It is argued that

"to understand the nuances of different macro sectors, researchers need the frameworks to better uncover 'full' costs and strive to make them more transparent. From a normative standpoint, this cost-discovery process is absolutely critical because it lies at the heart of a fundamental ethical issue in macromarketing systems and sub-systems—i.e., the concept of distributive justice (Laczniak and Murphy 2008). By better unmasking unseen costs, macromarketers will have a more informed idea of whether the 'benefits and burdens' of market outcomes are being 'fairly' distributed' (Laczniak 2017, p. 325)

The investigation of the nature, character, and types of spillover effects of marketing activities is at the heart of macromarketing (Nason 1986; Mittelstaedt, Kilbourne, and Mittelstaedt 2006). Mundt and Houston (2010, p.267) note that "virtually all macromarketing areas outlined by recent authors inter-relate with externalities". Hunt's (1981) definition of macromarketing highlights complex interactions between marketing activities and societal institutions, which assume complex two-way spillover effects. Yet, macromarketing research still appears to be in need of reliable methodologies and methods for estimating the impact of externalities. The purpose of this paper is to outline some quantitative methods which can be used for investigating externality effects within the domain of macromarketing.

Externality Theory in Macromarketing

Economists see externalities as side-effects of economic activity, arising in the form of additional harms or benefits, which are excluded (unintentionally and/or deliberately) from the price determining mechanism of economy. In contrast, macromarketers argue that externalities represent costs/benefits related not only to price mechanisms but also to exchange processes (Nason 1986; Mundt 1993). Taking a macromarketing perspective, Mundt (1993, p.52) defined externalities as "the uncalculated costs and/or benefits of exchange, which may accrue to transacting parties or to others, in any combination, and which arise due to miscalculation by one or both parties to the exchange". This definition stresses unanticipated (in some cases, anticipated but overlooked) effects to first parties including transacting parties, economic actors, resource integrators (Nason 1986; Mundt and Houston 2010), second parties including product users, vulnerable consumers, next generation (Mundt 1993) and third parties such as parties outside to exchange, other institutional actors, society-at-large (Mundt and Houston 2010). The concept of an "externality effects distance" was proposed (Mundt 1993): for example, in the context of tobacco products - smokers and manufacturers (first parties), secondhand smokers and unborn children (second parties), and societal harm (third parties) – can be positioned in terms of their proximity to tobacco exchange. It is also noted that externalities can be positive (PosEx) or negative (NegEx).

Next, the paper introduces notions such as spatial dependence and spatial autocorrelation; and outlines a family of spatial data models which can be potentially adapted to study externality/spillover effects in macromarketing.

Spatial Dependence and Spatial Autocorrelation

In typical cross-section samples, units (e.g. individuals, firms) are drawn randomly. Therefore, it is assumed that these units are independent of each other, that is, there exists insignificant cross-section correlation. However, this assumption is untenable if observed units represent points in "space", which exhibit some degree of organization (i.e. observable structure) within this space. A straightforward example is a sample based on geographic units (e.g. locations, streets, districts, communities, regions, countries) which would exhibit unambiguous spatial interdependence (Anselin 2013; LeSage and Pace 2009). Spatial dependence in this context arises when an observation in a particular region is dependent on what is (was) happening in neighboring regions. Such inter-neighbor interactions can be dynamic including contemporaneous or lagged effects of changes in own and neighboring regions.

The models that ignore spatial dependence between units suffer from inconsistency and bias in estimation (Baltagi 2013; LeSage and Pace 2009). Spatial dependence is studied based on relative location versus absolute location (Abreu et.al. 2005). The absolute location method makes use of dummy variables to indicate the location of a unit in a conceptually defined space, while the relative location approach focuses on the unit's location being relatively closer or further away from other units.

The concept of spatial autocorrelation is of importance here. Spatial autocorrelation refers to the degree to which a unit is similar to units which are "near" on a spatial map. The meaning of "near" is straightforward if one focuses on geographic regions, since neighboring regions are the nearest by default, while non-neighboring regions would have different degrees of spatial distance. Positive spatial autocorrelation indicates clustering of units with similar values, while negative spatial autocorrelation would indicate clusters of units with dissimilar values. Spatial autocorrelation is measured via Moran's I (Moran's I of -1.00 indicates a perfect checkerboard-type pattern). For example, in the context of EU countries, researchers find the evidence of positive spatial autocorrelation which shows that clusters of poor and wealthy regions exist (Dall'erba and LeGallo 2007). Spatial autocorrelation can also signify a problem of omitted variables linked to unobservable spatial characteristics.

The contiguity between units is represented by a spatial weights matrix (W_N). The diagonal elements of W are zero, while the rows of W are normalized (these add up to one). W can be of different orders (the first order representing adjacent units, while the second order represents the neighbors of adjacent units, and so on). The specification of W is key to studying spatial spillover effects.

Spatial Panel Data Models

There are different ways of taking W into account when exploring spillover effects. Baltagi (2013) provides spatial error component model (SEM), where spatial autocorrelation is incorporated in the structure of disturbances:

$$y_{ti} = X'_{ti}\beta + u_{ti}$$
$$u_t = \mu + \epsilon_t$$
$$\epsilon_t = \lambda W_N \epsilon_t + v_t$$

where, y_{ti} – the observation on the ith unit for period t

X_{it} – vector of non-stochastic regressors

u_t – regression disturbance

 μ – vector of random country effects

 λ - spatial autoregression coefficient (such that $|\lambda| < 1$)

W – spatial weight matrix

Baltagi (2013) also provides spatial lag panel data model (SAR), where spatial weight matrix W (spatial autocorrelation) is incorporated into the dynamic autoregressive lag structure of the dependent variable:

$$y = \lambda W y + X \beta + u$$
$$u = Z_{\mu} \mu + v$$

LeSage and Pace (2009) review several variants of spatial models: time dependence model which includes space-time lagged values (SAR), omitted variables model which is also called Spatial Durbin model (SDM), spatial heterogeneity model (SEM), and externalities/spatial lag model (SLX). Some researchers pointed out that SLX is the most robust out of these models (Elhorst and Vega 2013). These models enable the calculation of the following effects: *direct impact* (the effect on the dependent variable y for region *i* of a change in the explanatory variable x for the same region) and *indirect impact* (the effect on the dependent variable y for region *i* of a change in the explanatory variable x for the other regions). In fact, the measure of "direct impact" can be seen as the operationalization of first-party effects discussed in macromarketing. Also, the following scalar summary effects can be computed (LeSage and Pace 2009):

- Average Direct Impact: the average of n direct impacts for all observations i
- Average Total Impact to an Observation: how a change in x for all regions influences
 y for a single region. As LeSage and Pace (2009) point out, a research by Dall'erba
 and LeGallo (2007) focuses on average total impact to an observation by studying the
 effect of a change in EU structural funds on regional economic growth abd
 employment.
- Average Total Impact from an Observation: how a change in x for a single region can influence y for all regions. For example, Kelejian et al. (2006) study how the magnitude of financial contagion in one country influences all other countries.

Spillover Analysis Applications

Spatial econometric methods can be used to investigate the interaction of effects arising from local versus national public policy making (LeSage and Pace 2009). For example, policy decisions at the local level may not always be consistent with national goals, thus reflecting the dynamics of the micro versus macro dilemma. For instance, researchers studied crime spillover, i.e. an increase in policing expenditure in a community would lead to increase of crime in neighboring communities, which in turn leads to an increase of policing expenditure in these communities (Hakim et al. 1979). Such cases indicate that local policies may not always lead to a positive outcome at the macro level. Another stream of research focuses on budget spillovers: the US state expenditure depends on expenditure in similar states (Case et al. 1993; Baicker 2005). Similarly, increases in welfare expenditures within a state may attract potential recipients of welfare from other states (Baltagi 2013). In the same vein, Baltagi and Li (2004) study cigarette demand per capita in US states and find evidence for the bootlegging effect: a price increase in a state leads to an increase in cigarette demand in neighboring states.

The spillover effects of "problems" originating from a single "source" is also of interest. Pollution originating from a single region can directly and/or indirectly influence a number of

health-related measures in neighboring regions (LeSage and Pace 2009). Anselin and LeGallo (2006) study the impact of pollution on house prices. Kelejian et al. (2006) show how financial contagion developing in a single country affects a host of other countries. Dall'erba and LeGallo (2007) examine how a shock to the level of the European Union structural funds in a single country spills over to other regions.

Positive spillover effects can also be investigated. For instance, technological innovation and R&D can be considered to be a public good which is gradually transferred across regional borders (LeSage and Pace 2009). Focusing on geographic spillovers, Anselin et al. (1997) show how university research influences high technology innovations in neighboring regions. In the context of tourism industry, researchers find the evidence of a positive spillover of domestic tourism on economic growth (Ma et al. 2015; Yang and Wong 2012).

Implications for Macromarketers and Future Research

The W spatial weight matrix, understood as a geographic space of interrelationships in spatial econometric models, can be redefined in macromarketing. The conceptualization of "space" can go beyond spatial phenomena as long as a meaningful organizing principle exists. For example, the "distance" between countries can be represented by not only physical distance, but also cultural, historical, linguistic, or economic distance (Baltagi 2013). Spillovers or externalities are not only spatial: these can exist between different parties, economic sectors, industries, stakeholders, power domains, and product categories.

In macromarketing, one possibility is to redefine "space" as a marketing system. Different theoretical perspectives from macromarketing can be brought in to conceptualise alternative non-spatial "spaces" where marketing system actors interact.

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Intersectionality and food well-being in poverty

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Abstract:

This paper advances the Food Well-Being (FWB) in poverty framework by applying intersectionality (i.e. ethnicity) to examine two groups of Santal and Muslim women in Bangladesh. The research design involves semi-structured interviews with 16 Santal (ethnic minority) and 14 Muslim women to explore the differences in their food consumption. The findings suggest that intersectionality is an important lens to understand the synergistic effects of multiple social constructs and the lived realities of these groups.

Keywords: Food Well-Being, Intersectionality, SDG 2 No Hunger

Introduction and Research Aim

There is a growing interest in Food Well-Being (FWB) in the context of poverty, particularly absolute poverty. With the advent of the United Nations 17 SDGs, specifically SDG 2: No Hunger, the interest in the topic of FWB has gained traction in marketing research, advocacy, policy and practice. Although extant literature explores consumption practices at the intersection of family, food and poverty (Voola et al. 2018), this paper argues that poverty is a multidimensional concept requiring a nuanced, intersectional lens to render visible groups that fall outside the terrain of policy protections and benefits. To this end, this paper contributes to literature on FWB in poverty, explicitly by employing an intersectional lens, exploring ethnicity, poverty, family and food in consumption practices. The following research question is examined: "How does intersectionality inform FWB in poverty"?

Background and/or Conceptual Model

Although the concept of food security has been the focus of policy interventions and research (Pinstrup-Andersen, 2009), more recently, FWB has been highlighted as critical for policy. While food security focuses solely on physiological and biological aspects of food (Ares et al., 2014), research has called for examining food consumption patterns within families to understand relationship between food and overall well-being at both individual and societal levels (Block et al., 2011). A recent issue in the Journal of Public Policy and Marketing has attempted to advance the conceptualization of food wellbeing by identifying the major roles of marketing and public policy in strengthening the relationship between food and wellbeing. In addition to individual wellbeing, food wellbeing has been perceived to have an increasing impact on outcomes related to social wellbeing (Scott & Vallen, 2019). Voola et al. (2018) analyze the FWB framework in the context of absolute poverty and re-interpret Block et al. (2011)'s five dimensions with a familial perspective and conceptualize FWB as having four dimensions - food socialization, food capability, food availability and food policy. However, Voola et al. (2018) examine the concept primarily based on gender. Since poverty is a multidimensional concept, investigating this phenomenon requires exploring multiple identity axes to understand and address the complex lived realities of the poor. The theory of intersectionality argues that every "individual within a social group is positioned at the intersection of multiple identity axes (e.g. race, gender, social class, health status)" which leaves them exposed to overlapping advantages or disadvantages (Saatcioglu & Corus, 2014, p. 123). In this paper, we define intersectionality as the "dynamic and interdependent matrices of privilege and disadvantage that affect labor market outcomes across social locations" (Brown & Misra, 2003, p. 507). We adopt an intersectional lens to examine the differences in food consumption of specific groups positioned at the intersection of gender, poverty status and ethnicity to render visible particular advantages and disadvantages.

Methodology

The field work took place in North-Western Bangladesh with 30 poor women, belonging to particular ethnic groups (16 Santal, an ethnic minority and 14 Muslim). They participated in one-on-one semi structured interviews for 30 to 40 minutes in the local vernacular (Bengali). The questions were based on the five dimensions of FWB by Block et al. (2011). The transcripts were imported to the qualitative data analysis software NVivo11 which was used to store and code data (Bazeley & Jackson, 2007). They were coded into different nodes according to ethnic practices and the five dimensions of FWB.

Results

The findings of this study resonated with the development of the new dimension called 'Food Capability' (Voola et al. 2018) which deemed food literacy and food marketing inappropriate

in the context of poverty. Therefore, this study advances the literature on FWB in poverty by analyzing the four dimensions of food socialization, food availability, food policy and food capability through the lens of intersectionality to take lived experiences at intersecting vulnerabilities into account.

The first dimension, Food socialization, has been defined as the processes through which consumers learn about role of food and FWB in their own cultural setting (Block et al., 2011). Findings showed that building kinship reciprocity was an important theme. While the Muslim women were concerned about feeding guests to uphold their status, the Santals revealed a different type of consumption involving alcohol. Although the majority talked about consuming alcohol on social occasions, a few of them talked about the misery that alcohol brings to their lives and a negative feeling that the Government treats them as minorities. This opens up a new form of social insecurity or vulnerability which may have been unnoticed if not examined through the lens of intersectionality. A similar feeling of vulnerability was evident when the participants were asked about gaining nutritional knowledge. Based on the second dimension, Food Capability, the interviews revealed that the Muslims had more NGOs and doctors coming to their sites to educate them about food and nutrition than the Santals. This feeling of discrimination became more apparent when they were asked about the availability of water. The third dimension, Food Availability, has been defined by Block et al. (2011) as how consumption behaviors are influenced by the distribution and availability of food. While the Muslims were happy with the availability of water in their area, the Santals complained about the severity of water problem including water quality and limited number of taps. This exacerbated vulnerability experienced by Santal women highlighted the difference between the privileged and unprivileged even within the context of poverty. (Cole, 2009). Finally, out of all the themes that arose in this study, the Santals did better than the Muslims in joint food production which falls under the fourth dimension, Food Policy (Block et al., 2011). Food policy refers to all the policies related to food systems (Block et al. 2011). The Santals were involved in collaborative consumption and one of them talked about shared vegetable production which was unheard of in the Muslim community. This resonates with Uddin (2008)'s findings that Santal women jointly take part in economic and social affairs of their community which increases the availability of unprocessed food and has other economic and physical benefits (Voola et al., 2018) making the Santal women privileged in this regard.

Implications for Theory and Practice

Applying an intersectional lens has allowed for an analysis of two groups from a similar socio- cultural setting in detail (Corus et al., 2016), highlighting the synergistic effect of multiple social constructs (Grzanka, 2014) and the disparateness of the lived realities of these groups. By observing their differences in food consumption behavior, this study has given insights into how intersecting vulnerabilities are managed by people (Saatcioglu & Corus, 2014) which is a contribution to the FWB in poverty framework. The implication for practice is specific and tied to the dimensions of FWB. With regard to food socialization, policy makers should restrict the consumption of alcohol in the Santal community by controlling illegal supplies, as alcohol is not entertained in the traditional context of Bangladesh (Uddin, 2008). With regard to food literacy, the NGOs and doctors should arrange frequent meetings as both the Santal and Muslim women rely heavily on them. To ensure adequate water supply to the Santal community, infrastructural changes have to be made by establishing water tanks in close proximity to their houses and setting a fixed time for water supply. Finally, with the increase of collaborative consumption, emphasis should be given to create community-based development programs and financial services can be offered for such joint-activities promoting inclusive and resilient communities.

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Cross-country microfinance and economic growth: Impact analysis

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Abstract:

Throughout the last five decades, Microfinance has grown rapidly. It's integrations with Mainstream Finance, Public Policy & Commercial Banks, UN declaration of Microfinance year, Nobel Prize, Millennium Development Goals (MDG) have put a renewed emphasis on Microfinance (MF).

The paper investigates Microfinance impact on integrated economy with three data sets; 77, 38 and 25 Microfinance pioneering countries. It regresses Microfinance with Factor productivity, Financial development and GDP; checks robustness with labour, capital & income inequality. Endogeneity, correlation coefficient matrix, unit root, initial values incorporation tests are conducted. Results suggest that MF is positively correlated with GDP level and TFP; negatively related with GDP growth. Stronger impact with lagged variables. Non-significant with Gini Index, Human Capital and Industrial capital. Findings apparently indicate a nonlinear concave relationship, partially consistent with Solow's growth model, Kuznets 'Inverted U hypotheses' and the Phillips Curve. It opens the door for new Macro and Public Policy implications.

Keywords: Finance, Productivity, Growth.

Introduction and Research Aim

Microfinance (MF) has engineered hope for poverty alleviation (Banerjee, Duflo, Glennerster, & Kinnan, 2015). The role of microfinance has generated significant interest in recent times, both from scholars and policy makers (Hermes & Lensink, 2011). However, despite global recognition and vast literature on micro perspective, surprisingly there is little empirical evidence of its benefits (De Aghion, Armendáriz, & Morduch, 2007) and limited studies examined the contribution of micro credit in financial intermediation, economic growth at a Macro level (Alimukhamedova & Horizons, 2013). Thus, many questions concerning microfinance remain unanswered. In particular, the following two tenacious issues should draw more attention:

RQ1: Is there any genuine impact of microfinance (especially large MF sector of MF pioneering countries) on long-run economic growth and welfare?

RQ2: Does Microfinance promote Financial Development and Factor Productivity

Background/Conceptual Model

Most of the microfinance studies are confined within household, microlevel or contextual analysis (Maksudova, 2010). This motivates the study to investigate MF impact at an aggregate country level. The aim of the study is to integrate MF with Macroeconomic Framework. As such, the regression includes a set of Cross-country Macroeconomic control variables considered robust when testing economic growth, along with a set of Growth variables. Grounded partly on the Neoclassical Solow Growth Model (Solow, 1997), the proposed conceptual Framework is based on the hypothesis that more penetration of microfinance leads to an expansion of Total Factor Productivity (TFP) and further development of financial system, which lead to economic growth and welfare.

The conceptual framework initially considers MF as exogenous to affect GDP and TFP (endogenous) of developing Countries. Drawing on the work of Levine, Loayza, and Beck (2000), Ahlin, Lin, and Maio (2011), Alimukhamedova and Horizons (2013) and Khan and Senhadji (2003), the following variables are accommodated in the proposed research model: GDP level and GDP growth, TFP, industrial capital, investment, foreign direct investment (FDI), inflation, foreign aid/ODA, trade, political stability, Gini index, human capital in addition of microfinance.

Methodology

To test the hypothesis, initially the framework postulates a theoretical link between TFP, financial system and economic growth. Then, a theoretical framework linking MF with the financial system and growth is built. The empirical analyses include OLS/2SLS regressions, log and non-log analysis, correlation-coefficient matrix, unit root analyses, initial growth values' relationship, lag analyses, multivariate data reduction, interpolation/extrapolation of data and other econometric techniques. The study used MS Excel, EViews and Stata to investigate the data. Multiple Linear Regression Model was followed in the analyses to examine how a dependent variable is affected by more than two independent variables. Robustness checks are there to check the validity of results. The data is collected from three sources. Microfinance data from the Microfinance Information Exchange (MIX Market), Factor Productivity data from Penn World Table and Socio-Economic data from the World Bank's World Development Indicators.

Results and/or Discussion and Contributions

The study finds that MF positively and significantly affects GDP level (Y) and TFP. However, it affects GDP growth $[\Delta Y = (Y_{t+1} - Y_t)/Y_t]$ negatively. This is consistent with steady state

conditional convergence theory, which indicates a higher growth rate of lower income countries than higher income countries; and the growth rate is negatively related with initial GDP per capita. Countries more distant from their steady state (low income countries) grow faster than the high income countries (Barro, 1991). Independent variables FDI, investment, ODA, political stability, R&D investment possess positive significant impact on GDP. However, sign of trade is negative, inflation is non-significant. MF and GDP have causal relationship and MF impact on R&D investment is non-significant. The results conclude that an improvement in the access to finance through MF has positive and significant effect on the growth enhancing mechanisms. The effect might be lower in terms of FDI, investment or other mainstream financial factors; however, it is positive and significant. All investigations support the assumption and hypothesis that MF portfolio has positive, significant impact on GDP (Y).

Surprisingly, MF exhibits non-significant relationship with Gini index (Income Inequality). This implies MF is not directly related with pro-poor growth and welfare (t-stat = -1.515). The result is consistent with some studies i.e. Donou-Adonsou and Sylwester (2016) but contradicts with others like (Hermes, 2014). However, these findings are not fully conclusive, because of data limitation; and requires further investigation. The result also shows, MF exhibits nonsignificant impact on skilled capital (labour) and industrial capital; contradicting with Buera, Kaboski, and Shin (2012), but consistent with Donou-Adonsou and Sylwester (2016). As per Neoclassical model; Long run economic growth = F [increase in factor (L, K) + increase in factors' productivity] (Roubini & Backus, 1998; Roubini & Sala-i-Martin, 1992). The study shows, MF increases TFP and GDP, but not Factors of Production (L, K). This probably indicates that MF makes short run economic growth, but not long run growth in relation to production theories and shows partial consistencies with the currently observed MF-growth relationships (Sainz-Fernandez, Torre-Olmo, López-Gutiérrez, & Sanfilippo-Azofra, 2018). The findings indicate a non-linear concave relationship between GDP and MF. It is partially consistent with Solow's Neo-classical Growth Model, Kuznets Inverted U Hypothesis, Phillips Curve and Conditional Convergence Growth theory. Partial results are not consistent with the findings of Donou-Adonsou and Sylwester (2016) and Buera et al. (2012).

Implications for Theory and Practice

The results point towards some interesting observations. The study indicates, MF does impact on the growth enhancing mechanisms and reassures the effectiveness of MF for policy makers and macromarketers. Policies can be recommended for more MF programs, social business incentives, macromarketing; to provide more options and capacity building opportunities for economically active and disadvantaged poor people. It is necessary to expand MF studies in multiple domains and multi country context to obtain results on a wider scale. MFIs are not like profit-making conventional Banks. After the Global Financial Crisis (GFC), trust in conventional banking has declined and reliance on MF has increased. Social networking, group-lendings, relationship with clients and staff have enabled MFIs towards collateral-free loans as well as high loan recovery. The interdependence among these relationships contributes to the competitive positioning of the social business and its intelligence gathering. MF features are rapidly changing and converting towards Inclusive Finance. An Inclusive Finance model could show better results for integrated growth and macromarketing implications.

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Live on Mars or fix our climate?

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Short Abstract:

Building on the conference theme of the 'Winds of Change' this paper focuses on the responsibilities of marketing educators around climate change, the greatest challenge of our age. Current production and consumption systems are degrading the environment beyond the point of renewal. However, marketing education continues to focus on reinforcing micromarketing, growth and profit rather than sustainability, critique and transformation. The project uses action research in a series of plan-act-observe-reflect cycles among marketing colleagues. The goal is to encourage colleagues to pivot research and teaching towards climate change, thus moving the field forward. In the first cycle, five overarching themes emerged: Provisioning systems, overconsumption, vulnerable communities/refugees/justice, climate discourse, and pedagogy/marketing education. We define these five themes and propose that they drive a research and education agenda for sustainability and marketing, placing marketers at the forefront of change.

Keywords: macromarketing, climate change, sustainability, provisioning systems, overconsumption, pedagogy

Customer's package-size choice decision at BOP market

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Abstract:

The study answers whether the BOP customers take a rational decision of their choice between different product packages, and explores how different factors influence the BOP customers during the decision. The study uses qualitative research of household's buying experiences at BOP. The results confirm that BOP customers take rational decision while making choices between different package-sizes. The study proposes an integrated framework with six propositions that explains the significance of different antecedents of the package-size choice decision at the BOP market. Theoretically, the study extends the scope of mental accounting and utility theory by explaining their application in BOP marketing from the context of the package-size choice decision. The study can help decision makers to understand the triggers for package-size choice by low-income customers. Therefore, managers can formulate compelling public-policy mix to substantiate the concept of macromarketing and the philosophy of BOP marketing of profitability with poverty alleviation.

Keywords: BOP, Packaging, Utility

Introduction and Research Aim

The product package-size choice decision of the customers at the Bottom of the Pyramid (BOP) has been a topic of discussion since the inception of the concept of BOP in the early 21st century by Prahalad and colleagues. The notion of BOP marketing lies with the philosophy of profitability with poverty alleviation; where BOP refers to the economically weak segment of the society that constitutes two-thirds of the global population (Prahalad, 2005). The proponents of BOP marketing advocate that BOP is an unexploited market opportunity and the use of small-unit packages can create affordability and offer a broader product choice to the BOP customers (Prahalad and Hart, 2002; Prahalad and Hammond, 2002; Jaiswal, 2008).

On the contrary, critics portray that because of the cultural heterogeneity, high geographical spread, poor infrastructure, and affordability issue in the BOP segments, small-unit transactions by the BOP customers lead to less profitability for the marketer (Karnani, 2007; Garrette and Karnani, 2009). Therefore, to sustain the economic sense, companies are selling bigger packages and aspirational products by adopting impulsive marketing campaigns (Garrette and Karnani, 2009). As a consequence of such marketing practices, BOP customers misplace their priorities of resource allocation beyond their basic needs such as education, nutrition, and health (Karnani, 2014; Jaiswal and Gupta, 2015; Sharma and Jaiswal, 2018). Besides, the consumption perspectives of economic and behavioral theories depict that product acquisition costs have substantial impacts on customers' buying preferences to match their predefined requirements (Thaler, 2008). As a result, the spending habits of the customers become rational and relatively more self-controlled by resisting on overspending (Wertenbroch, 2008); where BOP customers may not be the exception.

This dilemma of profitability with poverty alleviation by the companies from the packaging perspective is the primary motivation to understand the rational behavior of the BOP customers in the package-size choice decision. Moreover, the scope of BOP literature on pack size decision is limited to a few case studies based approaches or studies which are mostly conceptual in nature. With such nuance literature, the study aims to address the following research questions - Whether BOP customers take a rational decision of their choice between different product packages; and what are the factors that influence the BOP customers in taking package-size choice decisions.

Background and/or Conceptual Model

The theoretical premise of the study underpins the theory of the utility of wealth, which is a widespread model of rational choice in the contemporary literature (Kahneman, 1994; Gu and Yang, 2010; Hasan et al., 2019). According to the utility theory, as a "Rational economic man," customer buy products that will offer maximum performance value (Sheth et al., 1999, P.61). Further, in consumption decisions, customer distinguishes between acquisition and transaction utility to evaluate between available alternatives (Thaler, 1985). Where, acquisition utility describes the hedonic experiences of the customer, and transaction utility depends on the comparison of the actual price of the product with a reference price, known as perceived merits of the deal (Kahneman, 1994). However, according to the theory of mental accounting, which is based on behavioural economics of consumption decision, individuals and households make decisions by tracking and evaluating their transactions utility within the framework of narrowly defined accounts instead incorporating all decisions in a single optimization problem (Thaler, 1985; Thaler & Shefrin, 1981; Milkman & Beshears, 2009). As a result, the spending habits of the customers become relatively more self-controlled and specific to a category of consumption by resisting on overspending (Wertenbroch, 2008). Additionally, the study underpins the significance of socio-cultural, cognitive, and motivational factors in the decision making behavior of the customers at the BOP (Baker et al., 2005; Chakravarti, 2006).

Methodology

The design of the study involves an extensive literature survey followed by qualitative research of household's buying experiences at BOP. As a part of it, a total of 30 long interviews were conducted with low-income customers. The scope of the research is limited to India because of its significance of having the highest number of BOP population globally (Katayama and Wadhwa, 2019). The population of the study consists of urban BOP customers in two major cities of India such as Ahmedabad, the capital city of Gujarat state and Delhi, the national capital of India. The study has adopted purposive and snowball sampling to recruit the samples for addressing the research questions. The study has adopted the "localist" approach of the face-to-face interview with the respondents to collect the data. The study has used content analysis to analyze the data followed by different methods such as credibility, transferability, dependability, and conformability to test the trustworthiness and integrity of the research findings.

Results and/or Discussion and Contributions

Based on the findings, the authors establish a theoretical framework with six propositions, as shown in figure-1. The framework describes that the pack-size choice decision depends on the way the BOP customers evaluate the value and deal of respective product package sizes, which vary across different product categories. The decision-making process further depends on different mediating and moderating factors as depicted in the figure.

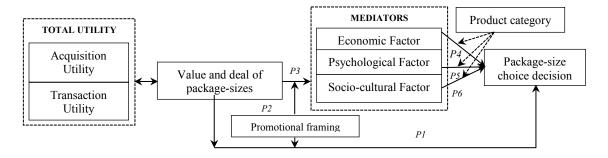


Figure 1 Utility based integrated framework depicting the antecedents of package-size decision at BOP market

In summary, BOP customers give more priority to the price-related value to evaluate the deal of the available package-sizes by weighing their experiential outcomes with the functional values to maximize the utility. Such evaluation reflects their heuristic behavior while making choices between the available alternatives of package-sizes. Because of such behavior, the study concludes that BOP customers are rational and become more self-controlled by restricting to specific categories of consumption and package-size. They resist overspending irrespective of different promotional framings as labeled in the packages

Implications for Theory and Practice

The findings substantiate and extend the scope of the theory of mental accounting in the BOP context. Besides, the study contributes to the BOP literature by establishing an integrated framework depicting the multidimensional phenomena of decisionmaking from the package-size choice perspective. Practically, the research suggests decision makers about the triggers to package-size choice decision by low-income customers. Therefore, managers can formulate compelling public-policy mix to substantiate the concept of macromarketing and the philosophy of BOP marketing by making the profit with poverty alleviation.

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The moral foundations of consumers' support for nudges

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Abstract:

Even though the behavioural efficacy of nudges has been established, there is limited research examining consumers' ethical concerns regarding support for nudges. A survey of 419 US consumers was conducted to identify relationships between moral foundations and support for System 1 nudges (targeting intuitive psychological processes) and System 2 nudges (targeting deliberative evaluations). Individualising foundations (concerns for caring and justice) and binding foundations (concerns for loyalty, authority and sanctity) were related to support for both types of nudges, however the liberty foundation (concerns for freedom) was negatively related to support for System 1 nudges. Individualising and binding foundations mediated the effects of desire for control, empathy and conservatism on support for both types of nudges. The liberty foundation mediated the effects of desire for control, empathy and conservatism on support for System 1 nudges. Results demonstrate that policymakers should take consumers' moral foundations into consideration when designing and implementing nudges.

Keywords: Nudges, Moral Foundations, Desire for Control, Empathy, Conservatism

Introduction and Research Aim

Public policy experts have been increasingly supporting the use of nudges, which Thaler and Sunstein (2008) describe as, "any aspect of the choice architecture that alters people's behaviour in a predictable way without forbidding any options or significantly changing their economic incentives". Examples of nudges include automatic enrolment in an organ donor program, graphic warnings on cigarette packs, traffic lights for food labels etc. Even though the behavioural efficacy of nudges has been established, as with any consumer policy intervention, the long-term success of nudging relies upon consumer support for nudges. There is limited research examining public acceptance of nudging (Loibl et al. 2018; Reisch et al. 2017) and only a few studies have examined psychological factors (e.g. conservatism, desire for control, empathy etc.) related to support for nudges (Hagman et al. 2015; Jung and Mellers 2016). Obstacles hindering the acceptance of nudges include ethical concerns raised by this type of "libertarian paternalism". Sunstein (2016) noted four ethical concerns with nudging: concerns regarding welfare, autonomy, self-government and dignity.

This study utilises moral foundations theory (Haidt and Graham 2007) to examine the moral psychological bases that determine whether consumers have ethical concerns regarding and support for System 1 and System 2 nudges. System 1 nudges are based on targeting intuitive psychological process, e.g. graphic warnings on cigarette packs. System 2 nudges are based on targeting deliberative evaluations, e.g. fast food calorie labels. Based on evolutionary psychology, moral foundations theory states that individual differences in morality can be explained based on five moral domains: care/harm, fairness/cheating (these two domains are individualising foundations), sanctity/degradation, loyalty/betrayal and authority/subversion (these three domains are binding foundations). Iyer et al. (2012) proposed liberty as a third category of moral foundation. Since there are ethical concerns with nudges (Sunstein 2016), it is worthwhile to utilise moral foundations theory to empirically establish moral psychological bases for these concerns. This research also examines whether various moral foundations can explain the effects of other psychological variables on support for nudges.

The aim of this study is: To understand how various moral foundations can explain consumers' support for different types of nudges.

The following research questions are addressed in line with this aim:

RQ 1: How are various moral foundations related to consumers' support for System 1 and System 2 nudges?

RQ2: Do various moral foundations mediate the effects of desire for control on consumers' support for System1 and System 2 nudges?

RQ3: Do various moral foundations mediate the effects of empathy on consumers' support for System 1 and System 2 nudges?

RQ4: Do various moral foundations mediate the effects of conservatism on consumers' support for System 1 and System 2 nudges?

Conceptual Model

A conceptual model was developed that identifies the relationship between moral foundations and System 1 and System 2 nudges. The model also proposes how these foundations mediate the effects of desire for control, empathy and conservatism on support for nudges. Individualising foundations are related to concerns for caring and fairness, and nudges promote consumer welfare, hence consumers with high levels of individualising foundations are more likely to support nudges. Binding foundations are related to concerns for loyalty, authority and sanctity, and nudges are designed and implemented by government authorities to help citizens (members of ingroup), hence consumers with high levels of binding foundations are more likely to support nudges. The liberty foundation is proposed to be negatively related to System 1 nudges, which rely on automatic and intuitive processes hence undermining freedom. Based on theoretical relationships, it is proposed that desire for control and empathy are positively related to individualising foundations, binding foundations and the liberty foundation. Hence, individualising foundations and binding foundations will mediate the effects of desire for control and empathy on support for System 1 and System 2 nudges, while the liberty foundation will mediate the effects of desire for control and empathy on support for System 1 nudges. Conservatism is proposed to be positively related to binding foundations but negatively related to individualising foundations, hence individualising foundations and binding foundations will mediate the effects of conservatism on support for System 1 and System 2 nudges. Finally, conservatism is proposed to be positively related to the liberty foundation, hence the liberty foundation will mediate the effects of conservatism on support for System 1 nudges.

Methodology

An online survey of 419 adult US consumers was conducted with an online consumer panel affiliated with Qualtrics. 418 complete responses (51.7% female, average age 45.3 years) were received and these were analysed to test the conceptual model. Participants provided responses to scales measuring various moral foundations, conservatism, need for control and empathy. Participants also indicated their level of support for 15 different nudges, encompassing both System 1 nudges (8 nudges) and System 2 nudges (7 nudges). A CFA with all the scales and their relevant items demonstrated acceptable fit (RMSEA < 0.07, chi square/df < 3 and SRMR = 0.09). The reliabilities of the scales were acceptable (all $\alpha > 0.69$).

Results and Discussion

A regression analysis indicated that individualising foundations (std. β = .27, p< .05) and binding foundations (std. β = .31, p< .05) were positively related to support for System 1 nudges; the liberty foundation (std. β = -.19, p< .05) was negatively related to support for System 1 nudges. A regression analysis indicated that individualising foundations (std. β = .42, p< .05) and binding foundations (std. β = .14, p< .05) were related to support for System 2 nudges, while the liberty foundation (std. β = -.01, p> .05) was not related. Mediation analyses with the PROCESS macro in SPSS (Hayes 2017) demonstrated that individualising foundations and binding foundations mediated the effects of desire for control, empathy and conservatism on support for both types of nudges. The liberty foundation mediated the effects of desire for control, empathy and conservatism on support for System 1 nudges.

Implications for Theory and Practice

At a theoretical level, the results demonstrate that psychological variables, e.g. desire for control, empathy and conservatism can lead to support (or lack for support) for nudges due to activating various moral foundations. Consumers with empathy support nudges as nudges enhance welfare, particularly for ingroups. Consumers with need for control support nudges as nudges are supported by authority and enhance welfare. However, consumers with need for control, empathy and conservative political orientation have less support for System 1 nudges as these nudges do not preserve liberty. Conservative consumers also have reduced support for nudges, as they do not support social justice initiatives. However, conservative consumers provide support for nudges endorsed by authority.

At a practical level, public service messages that are developed to encourage support for nudges need to address the relevant moral foundations that consumers have. Since the moral motivation for supporting nudges are diverse, for consumers to support nudges, the nudges and the reasoning behind the nudges must resonate with consumers' underlying moral foundations. Policymakers should take target consumers' moral foundations into consideration when designing and implementing nudges.

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Materialism and subjective well-being: The moderation effect of Chinese cultural values

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Abstract:

Although a huge volume of research has explored the relationship between materialism and subjective well-being (SWB), the conclusive evidence is still lacking. This research topic proves to be even more complicated if materialism is treated as a multidimensional construct. Based on the value conflicting theory, this research explores the possible rationale underlying the negative effect of materialism on SWB by examining the moderating effect of Chinese cultural values and demographic variables. The regression models were used to analyse the data collected from 667 Chinese consumers representing three Chinese generational cohorts. The results reveal that the impact of the facets of materialism (success, centrality and happiness) varies when Chinese cultural values and other demographics are incorporated in the model. Whereas the negative effect of success subtype of materialism is insignificant, the other two facets of materialism values are still harmful to SWB. The implications for marketers and policy-makers are discussed.

Keywords: materialism, well-being, cultural value

Introduction and Research Aim

After nearly four decades' economic development at a consistently astonishing rate, China has become the world's largest emerging consumer market and the second biggest economy. However, evidence shows that such an economic miracle failed to enhance the level of subjective well-being (SWB) for the majority of Chinese consumers (Brockmann et al., 2009). Falling happiness in a rising economy in China, a typical phenomenon of so called Easterlin paradox (Easterlin 1974, Easterlin et al 2012) has challenged the well-established theoretical diagrams in happiness studies in the past three decades (Brockmann et al., 2009). It is timely important to explore approaches leading to a higher level of happiness in China.

While the empirical evidence derived from previous studies tends to confirm a negative association between materialism and well-being, the rationale behind the causality is complex and rather modest (i.e., r < -.25) (Burroughs and Rindfleisch 2002 p349), implying that other factors ignored by previous researchers may mediate and/or moderate the relationship between these two constructs. Unlike the previous studies, the current research aims to treat materialism as a multi-dimensional construct and explore the effect of materialism on subjective well-being under the moderating effect of Chinese cultural values and other demographic variables.

RO: Do Chinese cultural values and demographic variables moderate the relationship between the subjective well-being and the three subtypes of materialism, namely success, centrality and happiness?

Background

In attempting to explore possible mechanism behind the intricacy of materialistic impact on SWB, several theoretical predications or hypotheses have been suggested. Examples include the escalation hypothesis (e.g. never satisfying with what have achieved) (Richins, 1995; Rindfleisch & Burroughs, 1999), the hedonic adaptation hypothesis (the hedonic treadmill effect), affective forecasting error (disillusioned by what have been anticipated) and the displacement hypothesis (priority given to material acquisition instead of other more satisfying experiences). However, applicability of these theories merits more rigorous empirical verifications.

According to value analysts, a meaningful understanding of human values requires an examination of the interactive causality of values a person holds (Emmons 1999; Rokeach 1973; Schwartz 1987; Vinson, Scott, and Lamont 1977). Burroughs and Rindfleisch (2002), using the value conflicting perspective as the theoretical framework, examined the relationship between material values and other important life values. They found that when individual orientation of material values conflicts with collective-oriented values, such as family values and religious values, the increase tension reduced the feeling of happiness. In other words, psychological tensions caused by value incongruences lower the level of wellbeing. This finding reveals that the negative effect of materialism on well-being will be intensified for those who highly appreciate collective values such as family values, religions or altruism. It implies that the impact of materialism on SWB moderated by values people hold. However, the generalisability of this theoretical assertion needs to be tested with different cultural values. In addition, the value conflicting perspective has yet to be verified when materialism is treated as a multidimensional construct.

Methodology

Data were collected through a self-managed questionnaire survey by surveying university students on campus and intercepting customers in local shopping malls from two cities in China, Shanghai and Kunming. 667 respondents participated the survey representing three generational cohorts (Baby Boomer, Generation Y and Millennials). The short version of Richins and Dawson's (1992) measurement scale was adopted. All other measurement instruments were adopted from previous studies. The linear regression models were adopted to analyse the possible relationships under the influence of moderating effects after the psychometrical properties of measures were established.

Results

As the results show, the impact of materialism on the SBW is not consistent across the three subtypes of materialistic values. Firstly, the detrimental effect of success subtype on SWB is not statistically significant irrespective of cultural influence. This finding is consistent across three generations. However, the centrality and happiness materialism still affect SWB negatively. The moderating effect of Chinese cultural values tend to be more complicated than what we expected. For respondents with a high mean score of power distance, the negative impact of success and happiness materialism becomes insignificant. The secular values in traditional Chinese cultural values reduce the negative impact of happiness facet while strengthening the negative effect of centrality materialism. As expected, the *Clanism* value does intensify the negative effect of centrality and happiness facets. Interestingly, centrality facet and happiness facet negatively affect SWB for the two old generations (Baby Boomers and Generation Y) and millennials respectively. In addition, the negative association between SWB and centrality and happiness materialism becomes insignificant for respondents in higher income groups.

Implications for Theory and Practice

This research serves as the first attempt to examine the relationship between SWB and three subtypes of materialistic values under the influences of Chinese cultural values. The current research generates new empirical evidence to verify the applicability of the value-conflicting perspective among Chinese consumers (Burroughs and Rindflesch 2002). The findings confirm that materialism facets manifest their effects on SWB differently and may follow various mechanism, supporting the hypothesis to the results also support the attempt to dichotomise materialism into two kinds of values, namely terminal versus instrumental (Rochberg-Halton 1986). Since the cultural values and demographics do moderate the magnitude and direction of materialistic facets, marketers should be aware of the inconsistence of materialism dimensions antithetic to SWB and could select the promotional message more wisely. For instance, the success subtype of materialism may stimulate abilitybased expectations and contribute positively to SWB. Marketers could highlight the symbolic value of products and conspicuous consumption to make their products more appealing. Considering the detrimental effect of centrality and happiness subdimensions of materialism, policy makers in China should remind consumers the hedonic treadmill effect and avoid promoting consumption as a primary source of happiness. Finally, efforts to reduce income inequality is an efficient way to enhance SWB in China.

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Poor exploiting poor: Spatial politics and remarginalization

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Abstract:

The paper showcases the role of spatial politics among sections of sellers in power position at a bazar and the hegemony in seemingly structureless and homogenous group. It introduces a term remarginalization, a process of further marginalization of a group of sellers by another group. This reflects hegemonic relationships among the sellers group where one group uses its dominant position by dint of their proximity of homes, membership in the administrative committee of bazar. The nomic and anomic forces create different level of the trust society in the different groups of sellers placed at different spatial location in bazar. Three central themes are identified from the data gathered through ethnographic research involving participant observation and interviews from multiple participants. The phenomena of remarginalization explains why the sellers behave in the manner which defy the expectation of cooperation and formation of various levels of trust in bazar.

Keywords: Remarginalization, bazar, trust

Introduction and Research Aim

Bazaar is a social formation and a node of convergence in space and time where cyclically repeated events occur and in the process a network of far reaching relationships are formed among its participants (Jain, 2007). The scholars have considered bazaars to be bounded spaces in which a seemingly homogenous group of sellers characterised by social marginality play an important role. However, sellers are often found to politically organize themselves in order to negotiate their existence with the rest of the society. Hence, they cannot be termed 'subaltern' in Spivakian (Spivak, 1985) sense of the word.

In this paper, we explore a phenomenon that we term as 'remarginalization'. The idea of remarginalization is used to explain how the poor exploit other poor within the boundaries of the bazaar. In order to theorize about this novel construct, we draw upon the idea of marginalization, defined as the treatment of a person, group, or concept as insignificant or peripheral (Oxford, 2017). Our data hints at the existence of further marginalization within the already marginalized mass of sellers.

Remarginalization occurs due to the power differences created between those who reside close to the bazaar for a prolonged duration of time than those who stay farther away and have only the daytime sales hours to participate in selling activities at the bazaar unlike iother zones who can sell till 10 p.m.

We address two research questions in line with this aim:

RQ1: How does spatial location gives rise to power distances?

RQ2: Does remarginalization add layers of power within an otherwise homogenous group of sellers?

Background and/or Conceptual Model

We use the actor network theory (Latour, 1996) to explain the remarginalization in a selfsufficient bazaar ecosystem. Here, we explore the seller-seller relationships to irradiate on the phenomenon. These relationships are mediated through local political outfits called bazaar communities. The activities of these bazaar communities are often institutionalized by the dominant political ideologies prevalent in the region. Within the theory, we also observe the embedded society of bazaar transactions (Polanyi, 1944; Granovetter, 1985; Varman et al, 2008).

Methodology

We did an ethnographic study for a period of one year in a bazaar spatially located in urban area of Kolkata located in eastern part of India. The first author was granted a quasimembership in the bazaar committee, which is an association of the sellers for collective welfare and administration. The observer spent his days observing the sellers and interacting with them with 27 interviews, recording, photographing and writing field notes and taking note of everyday life (Edele, 2012) of sellers.

Discussion and Contributions

Three central themes are derived from the data: Remarginalization affecting sellers behaviour; Disembeddedness of trust through spatial politics; Changing forms of co-operation and competition. Remarginalization has bearing on cluster formation in bazar. In agreement with Varman and Costa (2009), the comradeship among the sellers in bazaar is a demonstration of cooperation than competition as the sellers are aware of the fact that the sales is a function of spatial location. Remarginalization is a hegemonic display among a group of sellers on another. The behaviour of the remarginalized sellers is discernible from the sellers of other zones in bazar as other zone sellers' advantage of being local or quasi-local.

Implications for Theory and Practice

The paper contributes to the discussions on various inter sellers interaction in an informal and seemingly structureless context of bazar. The remarginalization tends to explain previously unexplained behaviour of poor sellers and their formation of their confidence and trust level on the community. The concept may help future researchers in identifying mechanisms in a bazar.

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Sponsorship activation through esports: A risky frontier

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Abstract:

This research aims to identify the nature and extent of unhealthy product advertising and sponsorship through esports, the rapidly growing phenomenon of competitive online gaming. Findings from this content analysis study highlight that exposure to harmful categories including alcohol, gambling, junk food and energy drinks is pervasive and unregulated. Activation trends identified indicate that partnering is well integrated in gaming content and environment, and often advocated by gaming influencers during streaming. The exponential reach of esports via platforms including Twitch and YouTube combined with uniquely engaging content consumed over extended periods, means that these activations have potential to leverage strong exposure, directed toward typically minor and young audiences. Research outcomes will be used to inform health policy and potential governance of the esports industry. In addition this research advances theories of consumer behaviour and advertising exposure situated in a new landscape of converging virtual and real experiential marketing.

Keywords: Esports, Advertising, Sponsorship

Theoretical Background and Research Aims

Esports, defined broadly as competitive video gaming, are the fastest growing entertainment and content globally (Seo & Jung, 2016; Hamari and Sjöblom 2017). Esports is rapidly becoming the largest entertainment industry in the world, with an audience of 400 million globally and worth over \$US690 million in 2018 (Nielsen, 2019; Newzoo, 2019). With companies and traditional sports and entertainment keen to engage and resonate with valuable millennial and Gen Z consumers, esports represents an attractive opportunity. The industry is attracting major brand sponsors including Red Bull, McDonalds, Anheuser-Busch and Coca-Cola and many traditional sports brands including the NBA, NFL, AFL and A-League have establishing their own esports franchises and leagues (Griffiths, 2017). Given the potential vulnerability of young esports audiences who engage with unregulated streaming, it is critical that insight is gained on potential for exposure and consumption linked to unhealthy product advertising and sponsorship. The aims of this research are to gain insight into the esports and gaming ecosystem, consumer behaviour within it and the implications for unhealthy advertising and exposure to participants. The research builds upon theories of mere exposure, planned behaviour and experiential marketing by examining their relevance in a new and largely under-researched context. It is anticipated that this project will position public policy and consumer advocacy groups to make informed decisions regarding policy in this critical landscape in sport.

Research Questions

RQ1: What is the level of exposure to harmful product advertising and sponsorship in esports?

RQ2: How are unhealthy products activated through esports advertising?

Literature Review

A systematic literature review undertaken in the initial phase of this project revealed that since 2016, more than 600 esports sponsorship agreements have been made (Shea, 2018) with major brand categories including fast food, alcohol, betting and energy drinks (e.g., Doritos, 5-Hour Energy, and Red Bull). Despite this, there have been no empirical studies directly assessing the impact that exposure to these brands has on esports participants' (players and spectators) consumption and preference behaviours associated with sponsorship and advertising embedded in esports. In particular, existing research overlooks minors' engagement with esports, and no research has examined impacts of partner activations through esports. While previous research has examined product placement and advertising exposure effects in video games (Lee and Schoenstedt, 2011; Brand & Todhunter, 2016; Martí-Parreño, J., Bermejo-Berros, J., & Aldás-Manzano, J., 2017), the newly evolved, highly commercialised, hyper-connected context of esports represents a new context warranting research.

Methodology

A content analysis was undertaken during 2019, aimed at identifying the prevalence and type of activations typically undertaken by partnering brands in popular esports competitions and games held nationally and globally. Specifically, activations by alcohol, gambling, junk food and energy drinks were coded according to commonly used activation types identified by extant sponsorship literature, including naming rights, product placement, gaming equipment, apparel, endorsement, streamed advertising, branded content and event/experiential marketing. Overall, combined activation across the four categories of alcohol, junk food, energy drinks and gambling reflected a strong investment in streamed advertising, followed by event-related activation and player apparel. However, different patterns of activations were exhibited within categories.

Implications for Theory and Practice

The unique features of esports streaming include a longer duration of exposure and greater depth of engagement than many traditional sports and content, with many fans spectating esports for hours at a time. The power of gaming influencers is strong in this context, with activation perceived as more authentic when delivered by them during game breaks determined by them, rather than paid advertising placement. This research demonstrates mere exposure impacts could be very strong in esports, given the range of marketing communications strategies adopted by partnering brands, and the possibility that the uniquely experiential nature of esports may represent a new domain in which to examine and build theory on dynamic consumer event-based interactions in converging virtual and real worlds.

The prevalence of the four categories examined in this study also highlights the lack of regulation of advertising and sponsorship by harmful categories, suggesting that it is critical for health organisations and policy makers to monitor the esports landscape as it continues to evolve. While this study has not examined esports tournament activation exhaustively, it does provide a useful snapshot into the commercialization activity and trends associated with harmful product categories partnering with esports.

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Marketing Analytics, Methods and Modelling

Modelling decision-making on implementing sustainable service innovations

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Short Abstract:

Globalization and outsourcing are raising the competition and cost pressure in logistics. Sustainable service innovations (SSI) might be a way for logistics service providers (LSPs) to address these challenges. However, their implementation is challenging, since little is known about customer attitudes and the deciding factors for SSIs. We aim to explore decision-making regarding the implementation of SSIs. A specific SSI is night-time delivery with batteryelectric trucks (NDBT). We integrate discrete-choice modelling into a System Dynamics model to analyse decision-making over time and conduct interviews to derive the deciding factors. Costs are the only deciding factor for vendors, while customers include risk and quality as well. NDBT is implemented very quickly on the vendor and customer side, showing that this is a promising SSI for logistics, assuming that enough battery-electric trucks are available on the market.

Keywords: customer decision-making, discrete-choice modelling, sustainable service innovation.

Introduction and Research Aim

Globalization and widespread outsourcing of logistics services are raising the competition and cost pressure in logistics (Langley et al., 2017). One way to bypass or at least mitigate these challenges is differentiation using service innovations. Recently, sustainable innovations that address the customers' and policymakers' desire for more sustainable products and services have become more important due to social and political trends (Varadarajan, 2017). However, service innovations and as such also sustainable service innovations (SSI) have to be "successfully introduced, adopted and diffused in the market" (Witell et al., 2015). Especially for the vendor, implementing a SSI is very challenging, since often only little is known about the customers' preferences and attitudes towards SSIs, as well as about the deciding factors regarding the implementation of SSIs. Thus, it is very difficult to project the market success of SSIs. Our objective is to shed more light onto the decision-making of customers of logistics service providers (LSPs) regarding the implementation of SSIs in a dynamic and rapidly evolving business-to-business context. In detail, we look at the potential implementation of the SSI of night-time delivery to a food retailing company using battery-electric trucks (NDBT).

In line with this aim, we address three research questions:

RQ1: How can decision-making and the interaction of LSPs and their customers be modelled adequately over time, in order to be able to project the market success of implementing NDBT in a food retailing logistics (FRL) context?

RQ2: What are the deciding factors for the LSP and the stores regarding the implementation of NDBT as a SSI in a FRL context?

RQ3: How will NDBT in FRL be implemented on the vendor's as well as on the customer's side?

Background

Based on the literature on service innovations (Menor & Roth, 2007; Hadwich, 2008) and sustainable innovations (Gao et al., 2017; Varadarajan, 2017), we define SSIs as services with a positive impact in all the sustainability dimensions (economic, ecological, social) due to new or improved features in one of the service dimensions (capability, process or result dimension). NDBT in FRL concerns the process dimension of services and has potentially positive impacts on costs (economic dimension), air pollutants and noise emissions (ecological dimension) as well as traffic (social dimension) and thus represents a SSI. Further, derived from adoption theory, the unified theory of acceptance and use of technology (Venkatesh et al., 2003) is considered an appropriate framework for the analysis of decisions related to the implementation of NDBT in FRL. It differentiates expected utility, expected effort, social influence and facilitating conditions as factors driving the intention to use and the actual use/adoption of a technology. Beyond that, the service-profit chain links a firm's activities to the customer's perception and behaviour, which in turn has an impact on a firm's success (Kamakura et al., 2002; Hogreve et al., 2017). Consequently, it takes into account the particularities of service marketing and provides a useful framework for this study.

Methodology

We developed a System Dynamics (SD) model representing the FRL of a specific warehouse of a German food retailer and including the potential implementation of NDBT. The implementation decision on the LSP's as well as on the store's side was mapped using a discrete-choice model (DCM), which is suitable for modelling decisions (Ben-Akiva & Boccara, 1995). SD is able to depict dynamics as well as interactions and allows simulations and analyses over time. Using a case study approach, we collected data using several methods. Data on technical and economic parameters were taken from the literature and from expert

interviews with the LSP. We also conducted seven semi-structured expert interviews with employees from the LSP on the one hand and with storeowners on the other hand, in order to identify the deciding factors for implementing NDBT in FRL. Further, we applied total cost of ownership (TCO) calculations to all the relevant cost positions according to Palmer et al. (2018).

Results, Discussion and Contributions

We found that, for the LSP, the only deciding factor for implementing NDBT in FRL are the costs for personnel, fleet and infrastructure. If the costs for NDBT are lower than the costs for the current delivery option, the LSP will implement NDBT. Stores, however, seem to have more diversified deciding factors. Beyond costs, delivery quality and risk reduction are relevant factors. In this context, risk refers to the risk of potential delivery interruptions that stores face in urban areas in case of diesel bans, because these would affect almost the entire fleet of the LSP.

The model results show a fairly rapid implementation of NDBT by the LSP. It takes only around 10 years for the LSP's fleet to shift almost entirely from diesel to battery-electric trucks. Lower TCO of NDBT compared to current operations are the main reason for this shift. In addition, the fast implementation of NDBT on the LSP's side leads to potential improvements in costs, delivery quality and risk reduction for customers and consequently to a fast implementation of NDBT on the store's side. However, it has to be mentioned that this only applies to stores with conditions that facilitate NDBT with no or only little organizational and constructional effort.

We simulated two different scenarios and conducted sensitivity analyses of key parameters but the results are very robust. We used DCM to model decisions. More complex and accurate methods exist which could have been used, such as decision trees, use-value analyses, analytical hierarchy processes etc. However, DCM is a simple and effective method that is considered adequate for our study. Regarding the deciding factors, LSPs only considered costs as a relevant factor, although NDBT in FRL is a SSI that might also have positive impacts on ecological and social aspects. Moreover, impacts on other factors such as image, customer satisfaction and customer loyalty may also be important (Bloemer & Ruyter, 1998; Theodoridis & Chatzipanagiotou, 2009). The same applies to the deciding factors of stores. In total, only three factors could be identified. This indicated a quite narrow perspective. The number of interviews is too low to allow generalizable statements. In the model, NDBT is adopted quite rapidly; in real life, however, almost no battery-electric trucks are available, preventing such a fast adoption.

Implications for Theory and Practice

In a dynamic environment, combining SD with DCM is a good methodological approach to model vendor and customer decisions from a theoretical perspective. It can model projections and analyses over time regarding the potential implementation of innovations and their market success. In addition, we discovered that the ecological and social advantages of SSI are not yet considered in a logistics context. Consequently, greater awareness of these aspects should be fostered. Finally, from a purely economic perspective, NDBT in FRL seems to be a promising SSL

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When do managers think their firm is market oriented?

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Abstract:

Correlation is not causation yet we persist with one way causal attributions in our models. One example is the correlation between market orientation and firm performance found in management surveys, moderated by environmental charactertics. Rong and Wilkinson (2011) argue that they tell us more about how performance affects management ratings of their firm's MO and environmental conditions through the effect of well established psychological biases such as self-serving bias, sense-making and causal attribution biases, rather than how MO affects performance. While the correlations are not inconsistent with the hypothesized causal relation they provide no proof and alternative causal paths are equally valid and theoretically sound. We describe an experiment using vignettes to test this hypothesis. The results show no significant differences in MO ratings for any of the four combinations of environment and performance conditions, which is surprising given the well established nature of these psychological mechanisms. We discuss possible reasons for this and how to address them in future research.

Introduction

Correlation is not causation but in our SEM models we still tend to assume a causal direction, reflected in the one-way direction of the arrows. We don't generally consider alternative causal directions in which the dependent variable (DV) becomes the independent variable. The DV is the end of the model and nothing generally comes from it. Many alternative and plausible types of causal paths can fit the data equally well (e.g. Henley et al 2009) but they are generally ignored. This is especially problematic when performance is the DV (March and Sutton 1997). This can lead to false interpretations of our research results that misdirect theory development. Puzzling results under one causal interpretation can be readily explained if an alternative causal direction is considered.

In this paper we consider one example of this problem, correlations between market orientation (MO) and firm performance. The basic model in the literature is that MO drives firm performance and that this is moderated by the turbulence of the environment. All the arrows in this model are assumed to go one way from MO to Performance and Environment moderating this. The model stops with performance, performance has no effects. No feedback effects are considered between performance and MO, between performance and managers' reports of their firm's MO, or between performance and management perceptions of the environment. Much of the research supporting this model relies on correlations estimated from surveys of managers and their perceptions of MO, firm performance and environmental turbulence.

We want to believe that MO drives performance as this is the foundation of what we teach in marketing classes. The resulting correlations are not inconsistent with this. But these correlations are equally consistent with an alternative causal interpretation that does not support the model and which is based on an equally if not stronger theoretical base. This alternative causal model is described in Rong and Wilkinson (2011). They argue that such correlations tell us more about the causal mechanisms driving managers sensemaking. They show how performance drives managers' perceptions of their firm's MO and its environment, rather than how MO drives performance subject to the influence of environmental conditions. Manager's ratings of their firm's MO are subject to various types of attribution biases, self-serving biases, selection perception and sense-making processes influenced by what they know about the actual performance of their firm. When performance is strong a manager believes their firm is MO, that it understands its customers and that its environment is manageable. When performance is poor managers still want to believe their firm is MO, especially marketing managers, and so they attribute the poor results to a difficult environment.

To support their argument Rong and Wilkinson show that many otherwise difficult to interpret results under the traditional model can be explained in terms of this reverse causal interpretation. The argument is also supported by a number of other articles in the same issue of the AMJ by senior marketing researchers. So it is worth paying attention to!

Methodology

To explore Rong and Wilkinson's hypotheses we designed an experiment to detect the presence of attribution biases in managers' ratings of a firm's MO and environment. The design is based in part on methods developed by Bettman and Weitz (1983). A 2x2x2 between subjects experimental design is used. Subjects were asked to rate a firm's degree of MO based on information provided in case scenarios. The cases were carefully constructed to reflect the dimensions included in the MO measurement scales. They were manipulated to reflect high and low levels of MO, performance, and environmental turbulence. The cases

also included three other characteristics of firms, learning orientation, technical orientation and product orientation but these were the same for all cases. Subjects rated the firm's performance, MO, othe other strategic orientations and how favourable the environment is using a 5-point Likert scale from "very low" to "very high". For example, the question for MO is "the organization-wide generation of market intelligence about current and future customer needs, dissemination of the intelligence across departments, and responsiveness to it. To what extent do you think the firm is *market oriented*?"

A sample of managers was recruited from an MBA class at a major university in China supplemented by managers from other firms (n=165). A sample of senior undergraduates was also used as a naïve sample to see if their ratings differed from managers (n=121). The ratings did not differ sigificantly and they were combined for the purposes of analysis.

Results and Discussion

The manipulations were effective in that high level conditions for performance, MO and how favourable the environmental are were rated higher than those in low level conditions. In either the high or low MO groups there are no significant differences in MO ratings for any of the four combinations of environment and performance conditions. The only significant difference in line with expectations was in ratings of the environment. When MO is low and the environment is favourable, the environment is rated as more favourable when performance is good. Interestingly, for the high MO condition, when the environment is favourable or unfavourable the differences, though not significant, are in the expected direction – firm MO is rated higher when performance is good vs poor. This is not the case for the low MO condition, where the differences are in the opposite direction – MO is rated higher when performance is poor in both favourable and poor environments. Does this hint at something else going on or is it just noise? These results are disappointing and difficult to make sense of, especially given the well established and tested psychological theories on which the hypotheses are based.

How should a researcher respond to negative research results like this? Such results are difficult to publish. Is it something that should be binned, forgotten and not published? Can we conclude that the management attribution biases don't exist or are much weaker than we supposed? We can learn more from failure, so what can we learn from this result that could assist further research? What could have gone wrong? Was there something wrong with the methodology or the theory? There are two main explanations for our results we have identified. First, the inclusion of other types of strategic orientations in the cases, even though they did not vary, allowed respondents to attribute performance to these rather than MO or the environment, thus weakening the effects of attribution biases on MO and the environment. Significant differences exist for these ratings by performance in both favourable and unfavourable environments. Also, learning orientation and MO are strongly correlated which may confound attributions to MO. Second, the cases are about an abstract firm not the managers' own firm and thus their personal psychological and motivational involvement in the firm and its performance are weak. This is likely to reduce the relevance of self-serving biases and as a result the respondents are just trying to make logical sense of the cases.

What can we do? The experiment could be repeated without the additional strategic orientations. There is also no need to vary actual levels of MO in the vignettes, as there are no hypothesised differences in attribution biases by level of MO. But this still does not overcome the problem of lack of personal involvement in the firm. We could use management simulation games to manipulate environment and performance conditions, which could increase the personal involvement of team members. Another way is to take a more qualitative interpretive research approach, such as using methods developed to study management sensemaking and how these processes affect the way managers describe their firm's MO in different conditions (e.g. Weik 1995). Rong and Wilkinson (2011) propose a model of sensemaking that can be a guide. There may be other ways forward. This is an open question we leave as a future research opportunity and challenge. Sometimes interesting hypotheses are annoyingly difficult to test!

Conclusions

We believe in the traditional marketing model taught in the classroom but we need to be more careful in designing research to truly support. We argue here that researchers studying MO are guilty of the same psychological mechanisms as managers are when they design and interpret their research results. They want to believe that MO drives performance and they interpret the results of management surveys accordingly. But correlation is not causation and we should consider alternative, theoretical sound, causal directions. An alternative causal interpretation is that performance drives managers' perceptions of their MO and environment. We designed an experiment to try to show the operation of various sensemaking processes driving the way performance drives managers perceptions of their firm's MO and its environment. Unfortunately, the experiment failed. Understanding why provides the basis for future research to address this important issue.

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Measuring SKU performance beyond distribution breadth

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Abstract:

This research investigates the relationship between distribution breadth and market share for stock-keeping units (SKUs) by replicating the Reibstein-Farris (RF) model across seven product categories. It further examines the influence of individual SKUs' product- and distribution-related characteristics on deviations from expected market share performance. The findings confirm the validity of the convex, increasing relationship between distribution breadth and market share, and also reveal that both product- and distribution-related SKU characteristics can affect the above- or below-average market share deviation from the RF model. An SKU's pack size, brand type, presence across retail chains, share of different store sizes and sales consistency across different store sizes have the strongest relative effect on market share. Regardless of a brand's size or rank in the market, small and big brands have the opportunity to gain additional market share by strategically accommodating product features and distribution tactics.

Keywords: SKU, retail distribution, performance measurement

Introduction and Research Aim

For brands to be sold and grow in the market, they need to be made available. Distribution is therefore one of the most important drivers of a brand's market share. However, decisions aimed at increasing brands' market share usually involve more than simply distribution breadth (i.e., where and in how many places). This research investigates the relationship between distribution and market share for consumer packaged goods (CPGs), and specifically examines the influence of product- and distribution-related characteristics on market share beyond distribution breadth. While some studies have investigated the general relationship between distribution and market share (e.g., Farris, Olver & De Kluyver 1989; Reibstein & Farris 1995; Verbeke, Clement & Farris 1994; Wilbur & Farris 2014), a systematic analysis of the patterns and role of specific CPG product- and distribution-related characteristics as antecedents of deviations from the average pattern have not been accounted for so far. In the context of pushand-pull theory (Farris, Olver & De Kluyver 1989) and the further established theoretical framework of distribution breadth and depth (Ailawadi & Farris 2017), examining the distribution-market share pattern, and empirically investigating the role of individual CPGs' product- and distribution-related characteristics in above- or below expected market performance, will advance knowledge in this area. The core objective of this research is to better understand the relationship between distribution and market share for CPG categories. taking into account the role of individual SKUs' product- and distribution-related characteristics. Specifically, the research aims to identify product- and distribution-related variables that are associated with the above- or below-average market share performance of SKUs. Such findings contribute to push-and-pull theory and further develop and define the dimensions of the distribution breadth and depth framework.

To meet the outlined objectives, the following research questions are investigated:

- 1. Does the typical convex distribution-market share relationship exist across the investigated product categories?
- 2. What SKU product features predict whether individual data points (SKUs) are near or far from the distribution-market share line?
- 3. What characteristics of an SKU's distribution predict whether individual data points (SKUs) are near or far from the distribution–market share line?

Background

Research into the relationship between the distribution and market share in CPG categories identifies a pattern that consistently appears across categories and markets and over time. In most cases, the pattern displays a convex and increasing curve, where brands exponentially increase market share with growing distribution (Farris, Olver & De Kluyver 1989; Kruger & Harper 2006; Reibstein & Farris 1995; Verbeke, Clement & Farris 1994; Wilbur & Farris 2014). This relationship is described as a double-jeopardy phenomenon: brands with high market share tend to sell more per point of distribution than small brands (Farris, Olver & De Kluyver 1989; Kucuk 2008; Reibstein & Farris 1995). It is also acknowledged that the relationship is bi-causal; distribution affects market share and vice versa (Farris 2004; Farris, Olver & De Kluyver 1989). This interdependency is explained by the push-and-pull dynamics in the market (Farris, Olver & De Kluyver 1989). Marketing-mix inputs influence consumer behaviour (pull) as well as trade behaviour (push), both affecting market share. Changes in market share further induce pull effects perceived by trade, which also affects trade behaviour. This theory explains how a brand's market share is influenced by marketing efforts that affect consumer behaviour (i.e., preference, loyalty) and trade behaviour (i.e., distribution, in-store attractiveness). A CPG's market performance therefore partly depends on the product offering (e.g., brand, price, packaging) and its distribution. The concept of distribution can be further distinguished into distribution breadth and distribution depth (Ailawadi & Farris 2017). While distribution breadth entails a brand's presence across outlets, those outlets' importance and the convenience of finding and accessing them, distribution depth involves the length of a brand line offered in-store, the in-store prominence and sales support. Both concepts may influence market performance (e.g., market share) and are therefore important factors for product and portfolio management, supply chain management and retailer category management alike.

Research Methods

This research uses Nielsen[©] retail store scanner data which comprises weekly sales, store and product information. The primary analysis involves a Non-linear Least Square (NLS) model (RQ1), a replication of the well-established RF model, which estimated an SKU's market share based on its distribution. This market share estimate forms the basis for the dependant variable of the secondary analysis. The variation or deviation in market share (MSD) from the expected market share (RF model) is regressed on the predictor variables, first in relation to the product characteristics in question (RQ2) and second in relation to the distribution characteristics (RQ3). Both involve separate robust linear regression models. The retail store sample for this study includes all stores in California, Texas, New York and Wisconsin that agreed to the data provision with Nielsen[©] and sold any of the product categories and respective SKUs under investigation. Choosing four states reflective of the US market is sufficient for the purpose of this study. The selected states have a high overall store coverage and high geographical dispersion. The study involves 9,321 SKUs of 2,565 brands across 7 product categories of CPGs, worth \$1.6 billion USD in retail sales in 2014. The product category sampling includes a diversity of product categories in terms of their usage, purchase frequency, in-store storage across different store sizes, pack size, price and typically having NBs and PL brands as well as local brands. The sampled categories are toilet tissue, imported dry table wine, butter, packaged and bulk rice, shelf-stable tuna, macaroni pasta, and olive oil.

Results and Conclusion

A key finding from this research is the confirmed validity of the convex, increasing relationship between distribution and market share. The empirical approach of measuring the curve pattern—including identifying curve intervals with differing subordinate patterns—is new and supersedes visual examination. The study also revealed that both product- and distributionrelated SKU characteristics can affect the above- or below-average market share deviation from the RF model. An SKU's pack size, brand type, presence across retail chains, share of different store sizes and sales consistency across different store sizes have the strongest relative effect on market share. The findings from this research suggest that regardless of a brand's size or market rank, it has the opportunity to gain additional market share by strategically accommodating its SKUs' product- and distribution-related characteristics. This involves effective branding, product design and pricing strategies, carefully managing a brand's presence across different retail chains, store sizes, sales consistency and considering in-store conditions such as category specialisation. The applied methods in this study offer effective analytical approaches to academics and analysts, and highlight the value of modern data analysis involving programmed algorithms, metrics and econometric modelling. Future research could further investigate consumer and trade behavioural dynamics regarding product characteristics, as well as factors influencing distribution breadth and depth. When examining theoretical relationships in the context of push-and-pull dynamics, future research should further consider consumer and trade behavioural dynamics regarding product characteristics, as well as the discussed factors influencing distribution breadth and depth. Market shares of CPGs may vary depending on the product characteristics and distribution conditions.

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The hazard of oxycontin

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Abstract:

Much is known about the devastating effects of Opioid addiction, but little about its genesis. The most widely cited example (Oxycontin) was developed and designed to be used as an alternative to morphine in order to relieve severe cancer pain. Like all new drugs which require a prescription to be issued, Oxycontin's rate diffusion was initially determined by innovative physicians. This research examines the characteristics of physicians who prescribed Oxycontin within the first year of its commercialisation and finds that those who demonstrated specific interest in the therapy area were likely to be early adopters of the new drug. Other variables had no significant impact on their adoption of Oxydodone. This result is different to other drugs and highlights the potential role and responsibility of innovative physicians in educating network members in macro-level diffusion processes.

Keywords: OxyContin, Hazard Modelling, Pharmaceutical Prescribing

Introduction and Background

In March 2019 the Tate Galleries took the unusual step of refusing further donations from the Sackler family, owners of Purdue Pharma, in the face of ongoing legal action against the firm over their production and the public's subsequent misuse of OxyContin (BBC, 2019). Oxycontin was launched in the mid-1990s as a new opioid painkiller, produced in greater strength to be a longer lasting version of the underlying molecule oxovcodone, its primary indication was the relief of pain in cancer patients. By the year 2000 OxyContin was linked to addiction and crime (Pacheco 2002), and the drug together with other new painkillers such as Fentanyl have been criticised for contributing to widespread recreational abuse of opioids, as well as an upsurge in accidental overdoses and deaths.

How did all this start? OxyContin is a prescription pharmaceutical, so it requires that a physician adopt the drug in their prescribing repertoire before it can become accessible to patients. Physicians experience a variety of influences before first prescribing a new drug, and these influences on innovative prescribing behaviour have been much studied from the early seminal work of Coleman, Katz and Menzel (1957) onwards (e.g. see Iyengar, Van den Bulte & Lee, 2015, Stern and Wright 2016).

The influences on prescriptions can be usefully framed in terms of two-step flow (Katz & Lazarsfeld, 1955) in which an initial adopter is influenced by ideas outside the social system, and then spreads influence using their connections within the social system. Similar ideas can be found in Roger's work on Diffusion of Innovations (Rogers 1962) and the Bass Diffusion model (Bass 1967). In a similar vein, Lublóy (2014) in a systematic review of pharmaceutical innovation diffusion notes the initial influence as being micro-level, to do with physician characteristics, followed by the spread of influence at the macro-level, to do with the flow of ideas within physician networks, and finally at the broader 'meso-level' economic and policy environment.

We do not study the meso-level in the present research. Further, quite a lot is already known about macro-level diffusion among physician networks (see Manchanda et al. 2008; Iyengar et al. 2011; Liu and Gupta, 2012; Iyengar et al. 2015). However, much less is known about microlevel effects such as innovator characteristics which show mixed or contradictory findings for both pharmaceuticals (Lublóy, 2014) and consumer products (Bartels and Reinders, 2011). These contradictory findings may reflect differences between products, but also misspecification of the micro-level characteristics linked to initial adoption. Bartels and Reinders (2011) address the problem of mixed findings in the innovation literature by suggesting the construct of innovation be decomposed into three dimensions. These dimensions are innate innovativeness, domain-specific interest in the product category, and the actual innovative behavior. To date, this conceptualization has not been applied in the literature on pharmaceutical innovation.

Research Aim

The aim of this study is to investigate the first part of the two-step flow for OxyContin, the initial innovative prescribing behaviour. That is, how did all start? Unlike prior work, the present study incorporates Bartel and Reinders' (2011) reconceptualization, including measures of innate innovativeness and domain-specific innovativeness, as well physician characteristics and prescribing volume as covariates, and with innovative behaviour treated as the dependent variable. This approach to modelling innovative prescribing behaviour offers new methods to investigate the question: What type of physicians were the first ones to prescribe OxyContin, leading to the current widespread abuse of this drug?

Model and Data

We hold panel data for n = 235 UK physicians for two years – one year prior to the launch of OxyContin, and the one year following including notation on the specific week in which the physician first prescribed OxyContin, if they did so in the first 52 weeks following the drug launch. The time-dependent nature of our data makes is suitable for hazard modelling rather than less statistically powerful models such as logistic regression. We therefore apply Cox proportional hazard regression to our panel data on physician prescribing behaviour. The key variables used, and their operationalisation are:

Innovative behaviour – prescribing OxyContin in the first 52 weeks following launch. *Innate innovativeness* – number of innovative prescribing behaviours across six different therapeutic categories in the year prior to OxyContin's launch.

Domain specific interest – concentration of prior prescribing on nervous system drugs Prescribing volume – total volume of prior prescribing

Physician characteristics – practice size, practice location, physician age, physician gender.

Results

Table 1 shows, the results. Exp (B) shows how the odds of innovation change with changes to the independent variable. This is managerially meaningful, but does not assist comparisons between variables as it is not scale free. The Wald statistic, conversely, controls for the range of the independent variable and thus can be used for inter-variable comparisons.

Table 1 Hazard of Innovative Behaviour

	Innate Innovativeness	Domain Specific Interest	Prescribing Volume	Practice Location	Practice Size	Age	Gender
Exp (B)	n.s.	2.251 *	n.s.	n.s.	n.s.	n.s.	n.s.
Wald	0.122	4.521	1.113	0.125	1.966	.611	0.076

However, both statistics show that the major, and indeed only significant effect, is Domain Specific Interest. That is, it is the 'experts' who first adopted this particular drug. Or more precisely; the more a physician concentrated their prescribing in nervous system drugs, the greater the odds that they would engage in innovative prescribing behaviour for OxyContin. This might seem an intuitive result but in fact from the study of 24 other new drug launches we seldom see this pattern.

Thus, OxyContin made its first inroads amongst those who already prescribed a lot of painkillers, and these physicians in turn influenced others. If lax prescribing has been the cause of OxyContin abuse, this might be partially addressed by better education of the expert physicians, including their responsibility to be careful in passing on their knowledge to later adopters of such dangerous new drugs.

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The attraction of compositional data analysis

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Abstract:

Attraction models have become the workhorse of empirical modelling of market shares. They have the advantage that they automatically bound shares to lie between zero and one, to sum to one over all brands in the market and are easy to estimate. In this paper we will consider the stochastic specification of attraction models. In particular, we apply techniques taken from the field of compositional data analysis to both understand and extend the stochastic structure of models for market shares to allow for more flexible distributions, to accommodate zero share observations and to allow for non-multinomial logit structures. Whilst our analysis has a theoretical focus, R code exists to use the new specifications proposed and thus the models can easily be applied in practice.

Keywords: Attraction models; Compositional data analysis

Introduction and Research Aim

Since their advent over forty years ago (Nakanishi and Cooper (1974)) attraction models have become a workhorse for empirical studies of market, or brand, shares in the marketing literature. The monograph by Cooper and Nakanishi (1988) clearly outlined how such models could be specified and estimated. Whilst extensions, such as those to deal with endogeneity (Park and Gupta (2012)), have been proposed much less attention has been paid to the underlying stochastic specification of attraction models. This paper draws upon developments in the statistics literature, in particular in compositional data analysis, to understand and to extend the stochastic structure of models for market shares to allow for more flexible distributions, to accommodate zero share observations and to allow for non-multinomial logit structures. Whilst our analysis primarily has a theoretical focus, R code exists to model the new specifications proposed and thus the models proposed can easily be applied in practice.

Background and Conceptual Model

We take as our starting point a simple attraction model that defines the market share of a brand i, S_i , as either the share of marketing effort (Kotler (1984)) as the relative attractiveness of the brand (Cooper and Nakanishi (1988), Cooper (1993)):

$$S_i = \frac{A_i(Z, \theta)}{\sum_{j=1}^{M} A_j(Z, \theta)}$$

with $A_i(Z,\theta) \ge 0, \sum_{j=1}^M A_j(Z,\theta) > 0$. The marketing variables, such as price, Z, and the parameters, enter the model depending upon whether a multiplicative competitive interaction, a multinomial logit form, a combination or another specification is used. Estimation of the model is traditionally carried out by transformation and the use of least squares methodology (equivalently maximum likelihood).

First we will show that the traditional estimation approach taken in the marketing literature can be shown to be an example of the approach taken in other disciplines that apply particular statistical techniques, compositional data analysis. We then use these techniques to better understand and then to extend the stochastic specification of attraction models. These extensions may better accommodate more flexible dependence structures among the brands and deal with the presence of very small, or zero, observed shares in the data for estimation.

Methodology

The restriction of shares to the unit simplex has been recognized by researchers in many fields (see inter alia Aitchison (1986), Fry et al (1996), Pawlowsky-Glahn and Buccianti (2011) and Pawlowsky-Glahn et al (2015)). In particular, this restriction causes problems for traditional multivariate statistical methods which are based upon the Normal distribution. It is, however, possible to develop a framework for the statistical analysis of data on shares. Such techniques are termed compositional data analysis (Aitchison (1986)). The advantage of compositional data techniques is that they provide a unifying set of distributional assumptions which allow for the use of traditional multivariate statistical methods.

In the statistical literature a *composition* consists of M parts. The parts are labels which identify the components into which a total has been sub-divided (e.g. the parts are brands and the total is total market volume sales). The *components* are the numerical proportions in which the parts appear (i.e. the shares). A composition is defined by taking the elements of a basis (e.g. individual brand volume sales) and dividing them by the size of the basis (e.g. total market volume sales). This operation takes elements defined as non-negative and constrains them to lie between zero and one and to sum to one (i.e. to lie on the unit simplex, S^{M-1}). It should be noted that this unit sum constraint reduces the dimension of the space on which the vector of components (shares) is defined to M - 1. The major obstacle to the statistical analysis of compositional data is that the restriction to the unit simplex necessarily leads to the lack of an interpretable (covariance) structure and, as a result, the multivariate Normal distribution is inappropriate.

The statistical analysis of compositional data can be undertaken in two ways. First, a one-to-one transformation can be made to map the shares from the unit simplex to Euclidean space where traditional multivariate statistical modeling techniques can be applied. To return to the composition we simply apply the inverse transform. Three transformations (additive log-ratio (alr), centered log-ratio (clr) and isometric log-ratio (ilr)) and their inverses exist and can be used in this approach. A major benefit of this approach is that it is straightforward to derive the associated distribution theory and likelihood estimation including for cases that are not multivariate normal in Euclidean space. The second approach to modeling compositional data is to specify and estimate the model for the composition (shares) directly on the unit simplex. An example of this is the Dirichlet model for compositions (Hijazi and Jernigan (2009), Morais *et al.*, (2018a), (2018b)).

This paper will set out the two compositional data approaches and relate them to the typical approach taken with attraction models. By seeing how the two approaches are related we are able to both understand and to extend the stochastic specification of models for market share data. We will compare the traditional and the new models using both simulated data and a real-life application.

Discussion and Contributions

We show that the traditional approach taken in the marketing literature to estimate attraction models corresponds to the transformation approach (using the clr) to compositional data. This allows us to consider more flexible functional and distributional forms than those typically used and to extend to consider how to model data with observed zero shares. We also consider the second approach to compositional data analysis, working directly in the unit simplex, and relate that approach to the first approach (transformation) and thus to attraction models.

Implications for Theory and Practice

In this paper we consider the stochastic specification of attraction models for market share data. In particular, we apply techniques taken from the field of compositional data analysis to both understand and extend the stochastic structure of models for market shares to allow for more flexible distributions, to accommodate zero share observations and to allow for non-MNL structures. Within our analytical framework we are also able to better understand the properties of the attractions models typically used in the literature. Whilst our analysis has a theoretical focus, R code exists (Elff (2014), Maier (2014), Van den Boogaart and Tolosana-Delgado (2013)) to model with the new specifications proposed and thus the models can easily be applied in practice.

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Could customer sharing predict user profiles?

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Abstract:

Our conceptual paper aims to explore the connection between two patterns of consumer brand buying behaviour. The Duplication of Purchase (DoP) indicates the expected level of consumer sharing between two brands. The Brand User Profiles Seldom Differ (BUP) compares the consumers of competing brands within the same category. For three decades, DoP has coexisted with BUP. While examined within the same academic manuscripts, to date, no research has determined if the former can predict the latter and the implications for manufacturers. Our study conceptualises this method by analysing over 100,000 cola purchases by a representative panel of over 22,000 British households. The results provide initial evidence that two brands that excessively share consumers have similar user profiles, and two brands that have a deficit in consumer sharing have dissimilar user profiles. The findings will help manufacturers make line extension strategy decisions and retailers to determine which brands they should stock.

Keywords: Duplication of Purchase, Partition Sharing Index, Brand User Profiles

Introduction

The percentage of customers that one brand shares with another are generally predictable. Using simple algebra, the Duplication of Purchase (DoP) Law predicts that brands share customers in line with their customer bases, multiplied by a constant (Goodhardt and Ehrenberg, 1969; Dawes, 2016; Tanusondjaja, Nenycz-Thiel and Kennedy, 2016). Also, the differences between the users profiles of any competing brands are minimal (Hammond, Ehrenberg and Goodhardt, 1996; Anesbury, Winchester and Kennedy, 2017). That is, the user profiles of competitive brands seldom differ (Ehrenberg and Kennedy, 2000; Uncles et al., 2012). However, occasionally, two brands share more customers than expected. In this instance, are their user profiles similar? To date, there is no empirical evidence if this is the case. If two brands that share customers more than expected, and those customers have similar profiles, then brand managers should aim to recruit the buyers of dissimilar brands. As they are different, they would add incremental penetration and avoid cannibalisation.

Data, Method & Results

Our exploratory analysis used TNS/Kantar household panel data for twelve months in the UK (Kantar, 2015). The data is for the Cola category in 2014, containing almost 100,000 purchases from over 22,000 panellists. The category penetration is 68%, and the average purchase frequency is 35. Our analysis includes twelve cola brands, specifically, the regular and healthful versions of manufacturer (e.g., Coca Cola and Diet Coke) and private label brands (e.g., Asda Cola and Asda Diet Cola). We selected these brands for their distribution differences (manufacturer vs. private label) and functional differences (diet vs. regular) – both of which cause excessive and deficit sharing (Dawes and Nenycz-Thiel, 2013; Anesbury, Nguyen and Bogomolova, 2018).

We begin by examining consumer sharing between brands. The DoP analysis (Goodhardt and Ehrenberg, 1969; Dawes, 2016) shows 40% of Coca Cola buyers have also bought Diet Coke, 27% also bought Pepsi Max Sugar Free Cola, 36% also bought Pepsi Cola etc. On average, 46% of any brand's customers had also bought Coca Cola. While useful, the Partition Sharing Index (PSI) (Sjostrom et al., 2014; Anesbury, Nguyen and Bogomolova, 2018) analysis provides a more explicit indicator of the excessive or deficit sharing of customers between two or more brands.

The PSI allows for the identification of managerially significant excessive or deficit customer sharing. The PSI formula (Sjostrom et al., 2014), indicates managerially significant deficit sharing when less than 0.80 (i.e., 20% fewer customers being shared than expected), and excessive sharing when the more than 1.20 (i.e., 20% more sharing of customers than expected). For this conceptual paper, we focus on the two brands that share the most and least customers (Table 1). 1) two private label brands - 7.3 times. 2) a healthful manufacturer and a regular private label brand -0.3 times. The deviations match previous research findings (Dawes and Nenycz-Thiel, 2013; Anesbury, Nguyen and Bogomolova, 2018). However, we expand the analysis to determine if these customers sharing deviations result in similarities or differences in user profiles.

Table 1: Partition Sharing Index of Cola brands (UK, 2014)

	0												
	Pen (%)	A	В	C	D	E	F	G	Н	I	J	K	L
A: Coca Cola Zero	25.4		0.7	1.0	1.2	0.8	1.1	0.8	0.6	0.9	1.2	1.2	0.6
B: Coca Cola	53.5	0.7		0.8	0.7	1.1	0.6	1.2	1.0	0.6	0.6	0.7	1.2
C: Diet Coke	47.8	1.0	0.8		0.9	0.7	1.3	0.7	0.6	1.2	1.3	1.4	0.7
D: Pepsi Max S/Fr Cola	37.5	1.2	0.7	0.9		1.2	1.4	0.9	0.8	1.2	0.8	1.5	1.0
E: Pepsi Cola	33.6	0.8	1.1	0.7	1.2		1.1	1.3	1.2	0.7	0.5	1.0	1.7
F: Diet Pepsi	27.8	1.1	0.6	1.3	1.4	1.1		0.7	0.6	1.5	1.1	1.9	0.9
G: Cherry Coke	13.6	0.8	1.2	0.7	0.9	1.3	0.7		1.2	0.9	0.7	1.0	1.9
H: Tesco Amren Cola	7.4	0.6	1.0	0.6	0.8	1.2	0.6	1.2		3.2	0.4	1.5	4.7
I: Tesco Amrcn Dt Cola	7.2	0.9	0.6	1.2	1.2	0.7	1.5	0.9	3.2		1.0	5.2	1.4
J: Cffn/Fr Dt Coke	9.9	1.2	0.6	1.3	0.8	0.5	1.1	0.7	0.4	1.0		1.2	0.3
K: Asda Dt Cola	3.3	1.2	0.7	1.4	1.5	1.0	1.9	1.0	1.5	5.2	1.2		7.3
L: Asda Cola	3.0	0.6	1.2	0.7	1.0	1.7	0.9	1.9	4.7	1.4	0.3	7.3	

We use the BUP analysis (Hammond, Ehrenberg and Goodhardt, 1996; Ehrenberg and Kennedy, 2000). While we examine ten segmentation variables (housewife age, presence of children, life stage, household size, social class, urban/rural, income, region, highest qualification and housing tenure), we demonstrate our analysis using household size.

Table 2: Household size user profiles of cola category buyers (UK, 2014)

	le user pro	% of consumers					Deviation from category profile				
	One	Two	Three	Four	Five+	One	Two	Three	Four	Five+	
Asda Cola	7	26	21	26	20	-5	-6	1	2	7	
Asda Dt Cola	12	30	20	25	13	0	-2	0	1	0	
Cffn/Fr Dt Coke	14	35	20	20	11	2	3	0	-4	-2	
Cherry Coke	9	25	21	27	17	-3	-7	1	3	4	
Coca Cola	13	35	18	22	12	1	3	-2	-2	-1	
Coca Cola Zero	12	33	20	22	12	0	1	0	-2	-1	
Diet Coke	14	37	18	22	10	2	5	-2	-2	-3	
Diet Pepsi	13	36	17	23	10	1	4	-3	-1	-3	
Pepsi Cola	11	31	20	24	14	-1	-1	0	0	1	
Pepsi Max S/Fr Cola	13	32	20	23	12	1	0	0	-1	-1	
Tesco Amrcn Cola	11	26	20	25	17	-1	-6	0	1	4	
Tesco Amrcn Dt Cola	10	33	20	25	12	-2	1	0	1	-1	
Average	12	32	20	24	13						

Table 2 shows Asda Cola has 7% of buyers in a one-member household, 26% in two, 21% in three etc. When compared to the average cola brand, there are fewer smaller households and a higher number of larger households. To determine the similarities between Asda Cola and Asda Diet Cola, we calculate the mean absolute deviations (MAD) between the two brands (Hammond, Ehrenberg and Goodhardt, 1996; Anesbury, Nguyen and Bogomolova, 2018) and compare this with the MAD for all brands. For these two brands, the MAD is 1.8, compared to 2.0 for all brands. The initial evidence shows that two brands that compete more heavily, indeed have a similar profile. In contrast, the MAD for Caffeine Free Diet Coke and Asda Cola is 3.1, indicating that two brands under sharing have dissimilar user profiles. We systematically extend our analysis to nine segmentation variables.

Table 3: Summary of MAD for all brands (UK, 2014)

	All Brands	Asda Cola and	l Asda Diet Cola	Asda Cola and Caf	Asda Cola and Caffeine Free Diet Coke		
	All blands	MAD	Deviation	MAD	Deviation		
Household Size	2.0	1.8	0.2	3.1	-2.9		
Housewife Age	1.9	0.6	1.3	2.1	-0.8		
Presence of Children	1.9	1.1	0.8	2.0	-1.2		
Housing Tenure	1.8	1.9	-0.1	3.1	-3.2		
Income	1.8	1.7	0.1	3.1	-3.0		
Social Class	1.8	2.0	-0.2	4.3	-4.5		
Life Stage	1.7	1.0	0.7	2.3	-1.6		
Urban/Rural	1.5	1.1	0.4	3.1	-2.7		
Highest Qualification	1.3	1.0	0.3	2.3	-2.0		
Region	1.2	0.8	0.4	1.3	-0.9		
Average MAD	1.7	1.3	0.4	2.7	-2.3		

Table 3 shows that for all ten segmentation variables, the two brands that have a deficit in sharing, have a higher MAD than the entire category, and in 80% of cases the two brands that share excessively have a lower MAD. Our conceptual research indicates that there may be a relationship between customer sharing and customers user profiles.

Discussion and Future Research

Our conceptual paper outlines a method for determining the predictive abilities of abnormal levels of consumers sharing may predict abnormalities in the user profiles of competing brands. The initial evidence suggests that when there is excessive sharing between two brands, we see that the differences in user profiles are similar, whereas when there is a deficit of sharing between two brands, we see the user profiles are dissimilar. Our research is limited to 12 brands in one category, one country and one year. However, it provides initial evidence that future research needs to extend the analysis to many more consumer goods categories, and extended to services, durables and luxury goods. The research should also be expanded to additional countries, including emerging markets where such consumer behaviour patterns have also been established (Tanusondjaja *et al.*, 2015). The next stage of research should include the analysis of incremental penetration gained from the addition of a brand that has excessive sharing (and similar profile) against those that have a deficit in sharing (with a dissimilar profile). The results have important implications for manufacturers who wish to acquire a competitor's brand or introduce a new brand as a line extension.

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Time-varying contextual factors in latent attrition models

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Abstract:

When modeling time series of events, time-varying contextual factors play an important role. Among other applications, this is of particular relevance to marketing. However, not all modeling approaches allow to include time-varying contextual factors. For example, probabilistic latent attrition models such as the Pareto/NBD model are widely used in marketing. To address this shortcoming, we propose an extension to the standard Pareto/NBD model. Our closed form maximum likelihood estimator allows time-varying contextual factors to influence both processes of the standard Pareto/NBD model, i.e. the purchase and the attrition process. We evaluate the performance of our approach using three datasets from the retailing industry and find significant improvement in prediction accuracy for future customer activity when explicitly modeling time-varying contextual factors.

Keywords: CRM, CLV, Probability Models

Introduction

Today, modeling customer lifetime value for non-contractual businesses is a straightforward task, but this simplicity comes at a price. Having access to recency, frequency, and monetary data of customers' past transactions allows marketers to apply the Pareto/NBD model (Schmittlein et al., 1987). Jointly modeling the purchase and attrition process with the Pareto/NBD model and customer spending with the Gamma/Gamma model is the de facto gold standard for estimating individual customer lifetime value (Jerath et al., 2011; Singh and Jain, 2013). However, this represents an educated guess rather than a precise value (Fader, 2012; Malthouse, 2009; Wübben and Wangenheim, 2008). If the focus is on the aggregated level, i.e. customer equity, this is rather neglectable. Though, the applicability of individual customer lifetime values for other tasks is limited. For example, an increased level of precision is required, when allocating resources for customer retention activities to individual customers.

Background

Efforts to improve the original Pareto/NBD model are manifold, however no generalization exists that allows to account for time-varying contextual factors in a continuous noncontractual setting. Extensions to the Pareto/NBD or related models mainly focus on the computational complexity of the estimation procedure (Fader et al., 2005), the correlation between the modeled processes (Glady et al., 2015) or time-invariant contextual models (Abe, 2009; Fader and Hardie, 2007; Singh et al., 2009). Recently, studies illustrate how include regularity patterns (Platzer and Reutterer, 2016) or stationary transaction attributes in the customer's purchase process (Braun et al., 2015). An approach by Schweidel and Knox (2013) goes one step further and provides the possibility to include other time-varying contextual factors such as direct mailing activity. However, the authors approach is limited to discretetime settings (e.g., yearly donations). For the more widespread continuous setting (e.g., grocery retail), no such extension does exist.

Methodology

In this paper, we propose a latent attrition model that allows time-varying contextual factors to be modeled in continuous non-contractual settings. In contrast to the previous literature, we combine all following characteristics in the proposed approach: (1) the continuous nature of both the purchase and the attrition processes, (2) the inclusion of multiple time-varying and invariant contextual factors that can separately influence one, both, or none of the processes, (3) gamma heterogeneity for both processes, (4) the ability to reduce to the standard Pareto-NBD model when it is estimated without any contextual factors, (5) a closed-form maximumlikelihood solution, and (6) the derivation of relevant managerial expressions. Additionally, we provide a generalized approach to control for endogenous contextual factors. We follow two simulation studies and conduct an empirical analysis of three retailing datasets; we assess the performance of the proposed approach and benchmark it against state-of-the-art Pareto- and Non-Pareto-type models.

Results and/or Discussion and Contributions

Using three continuous, non-contractual retailing datasets, we show that including timeinvariant and time-varying contextual factors significantly improves the model fit and predictive accuracy over those of the standard Pareto/NBD model as well as various other Pareto- and Non-Pareto-type models. In particular, we observe better accuracy when additional time-varying information on the individual customer level is available. Adding time-varying contextual factors that affect the customers at the aggregate-level only (i.e., seasonality pattern) mainly leads to better aggregate-level predictions; however, they do not seem to have a significant effect on the individual-level predictions. In summary, adding contextual factors

enhances the managerial applicability of the Pareto/NBD model because it enables managers to better identify the best future customers and paves the way for more accurate individual predictions for future customer purchase and attrition behavior.

Implications for Theory and Practice

This paper contributes to marketing research in many substantive ways. We introduce timevarying contextual factors to the Pareto/NBD model, which is widely used in research and practice and is considered to be the "gold standard" in the field (Jerath et al., 2011; Singh and Jain, 2013). This is the first time, that a continuous non-contractual model incorporates both time-varying and time-invariant contextual factors. In detail, this paper adds value to customer base analysis in four distinctive ways: (1) Increased predictive accuracy. Including timevarying contextual factors facilitates a significant increase in predictive accuracy for future customer behavior on both, individual as well as aggregated level. Thus, practitioners and researchers can explicitly consider, for example, non-random firm activities when predicting CLV. Since these activities directly aim to influence customer purchase behavior, it is crucial to take them into account. (2) Identification of drivers of CLV. The proposed model allows to quantify the impact of contextual factors on the two underlying processes. Thereby, we maintain the capability of the standard Pareto/NBD model to simultaneously model customers' purchase and attrition behavior. Thus, the proposed model allows to disentangle the impact of contextual factors on both processes. That means, we can answer a question such as: Do certain marketing activities increase the number of transactions, but lead to a higher churn at the same time? However, when modeling potentially non-random contextual factors (i.e. direct marketing), we must consider endogeneity. To address this issue, we propose a generalized approach which leverages instrumental variables to control for endogeneity arising in both, the purchase and the attrition process. (3) Closed-form expression. The closed-form solution is a key feature of the standard Pareto/NBD model and among others a reason for its success. The proposed model retains this key feature. The closed-form solution allows us to derive additional expressions such as "P(alive)" and "expected number of transactions" for any customer. These expressions allow researchers and practitioners to gain an intuitive understanding of the predicted customer behavior. Additionally, a closed-form solution allows for a robust, scalable and efficient implementation. Even though computational resources increased significantly during the last few years, in an ever-increasing competitive environment an efficient implementation it is still key for any marketer to gain access to relevant and reliable information in a timely manner. (4) Scenario analysis. By proposing an approach to control for endogenous contextual factors and an efficient model, we take a first step towards enabling practitioners to perform scenario analyses. Given that many contextual factors are directly influenceable by the company itself, a scenario analysis might help practitioners to make the right decisions. For example, in the case of direct marketing activities, managers, who have access to information on the cost of specific actions and are bound to budget restrictions, could assess a hypothetical sequence of various personalized marketing campaigns to determine which one is most efficient in improving either the lifetime value of an individual customer or the firm's customer equity.

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Performance effects of big data analytics in marketing

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Abstract:

This study focuses on the performance implications of big data analytics (BDA) in marketing using a combination of survey data and actual metrics of company turnover. An analysis of 364 companies shows that of the four marketing mix elements, BDA in product development, distribution, and marketing promotion improves the company turnover, but not concerning the use of BDA for pricing. The study further examines how different competitive conditions moderate these effects and finds that the effect of BDA varies under different conditions of competitive intensity. The authors show that BDA in marketing is effective in a market with a high degree of competitive intensity but does not significantly support companies against high environmental turbulence. The findings suggest that companies benefit from using BDA in product development, distribution, and marketing promotion in markets with many competitors, and by using BDA in product development and marketing promotion against high price competition.

Keywords: big data analytics, firm performance, competitive conditions.

Age-related differences in pharmaceutical prescription patterns

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Abstract:

We investigate age-related differences in pharmaceutical prescribing, using new or switch prescription decisions in the Gastro-Intestinal (GI) category recorded by a panel of 240 General Practitioners (GPs) over 52 weeks. Comparison across four age groups (31-40, 41-50, 51-60, and 61-70 years) reveals no clear patterns of increasing age-related loyalty to individual brands, as portfolio size and share of category requirements (SCR) remain consistent across groups. However, GPs aged 61-70 years did prescribe a higher proportion of branded pharmaceuticals (36%) than the average GP (28%). Additionally, a double jeopardy pattern is evident for each age group and leading drugs are mostly unchanged across age groups. These results are consistent with age-related loyalty studies in low involvement fast moving consumer goods, showing that GP prescription choices are similar to household buying. However, the current analysis does not account for age cohort effects, so further work is called for using longitudinal data.

Keywords: Prescription Patterns, Age, Brand Loyalty

Introduction and Research Aim

Age-related differences in brand choice are seldom studied by marketers, despite the increasing importance of the elderly population as a segment due to its growing size and purchasing power (A.T. Kearney, 2011; United Nations, 2015). Studies in the automobile and perfume categories have found older consumers have higher brand loyalty and a greater preference for well-established national brands compared to younger consumers (Evanschitzky & Woisetschläger, 2008; Lambert-Pandraud & Laurent, 2010; Lambert-Pandraud, Laurent, & Lapersonne, 2005). While automobiles and perfume are high involvement products, other research in low involvement categories report that while there are some age-based differences in category purchase rates, within category purchase patterns typically do not differ across age groups (Singh, Riley, Hand, & Maeda, 2012; Uncles & Ehrenberg, 1990; Uncles & Lee, 2006).

Despite these studies, academics acknowledge the lack of literature and understanding of the effect of age on brand preferences (Evanschitzky & Woisetschläger, 2008; Yoon & Cole, 2008). This research addresses this gap by extending prior research on consumer products to consider age-based differences in pharmaceutical prescribing by general practitioners (GPs). Similar to household buying in fast moving consumer goods markets, GPs make the majority of consumption choices in the pharmaceutical market. The aim of this study is therefore to explore: Whether age-related differences in pharmaceutical prescription patterns exist.

We address three research questions in line with this aim:

RQ1: Do category prescription measures differ across age groups?

RQ2: Does the structure of brand performance measures differ across age groups?

RQ3: Does the leading brand in the category differ across age groups?

Methodology

The data used in this study is derived from a commercial panel that includes records of over 2.7 million new or switch prescription decisions from over 1500 GPs in the United Kingdom between 1984 and 2010. Importantly, this panel excludes repeat prescription and therefore represents real decision-making. For the purpose of this study, the sample comprises of 240 GPs that prescribed Gastro-Intestinal (GI) drugs during 2005. The approach taken is to examine differences between four GP age groups for (i) category prescription measures (prescription rate, portfolio size, share of category requirements, and proportion of branded prescriptions), (ii) brand performance measures for the top three drugs (market share, brand penetration, and prescription frequency), and (iii) consistency in leading brand across age groups.

Results

There are no clear patterns of increasing age-related loyalty. Table 1 shows minimal differences in category prescription measures between age groups. GPs aged 51-60 years old have a slightly higher annual category prescription rate (56 prescriptions) compared to the average (50 prescriptions), but there are no significant differences in portfolio sizes and SCR (top two drugs) across age groups in contrasts with research that indicates older adults are more brand loyal (Lambert-Pandraud et al., 2005). On the other hand, age-based differences are apparent in the proportion of branded pharmaceutical prescribed, with GPs aged 61-70 years prescribing a higher proportion of branded pharmaceuticals (36%) compared to the average (28%). Thus,

the evidence indicates lower use of generic (as opposed to branded) pharmaceuticals, but not of increasing loyalty to any particular brand.

Table 1: Gastro-Intestinal category prescription measures across age groups

Age groups	n	Prescription Rate	Portfolio Size	SCR (%)	% Branded
31-40 yrs	17	48	9.4	59	24
41-50 yrs	88	47	9.3	61	26
51-60 yrs	107	56	9.7	62	26
61-70 yrs	28	48	9.8	60	36
Average		50	9.6	61	28

Table 2 also shows little evidence of changes to market structure or the most preferred brand across age categories. Brand performance statistics show only slight changes between age groups. However, there is evidence of loyalty within the GI pharmaceutical class as leading drugs in terms of market share are prescribed about twice as frequently as the third ranked drugs in each category. As expected, a double jeopardy pattern continues to be evident for each age group, with lower market share drugs having both fewer prescribers and less loyalty from those that do prescribe. The double jeopardy pattern is relatively consistent across age categories, demonstrating that older GPs exhibit similar brand loyalty patterns to younger GPs. Finally, the three leading drugs are relatively consistent across age groups, and the order of the top two drugs does not change for the last three age groups.

Table 2: Gastro-Intestinal brand performance measures across age groups

Age groups	Drugs ranked by market share	Market share (%)	Penetration (%)	Ave. Prescription Frequency
31-40 yrs	1st - LANS	23	94	11.6
	2^{nd} – OMEP	20	88	10.7
	3^{rd} – RANI	12	88	6.3
41-50 yrs	1^{st} – OMEP	29	93	14.4
	2^{nd} – LANS	14	84	7.6
	$3^{rd} - RANI$	7	69	4.5
51-60 yrs	1^{st} – OMEP	23	85	15.5
	2^{nd} – LANS	15	81	10.5
	3^{rd} – RANI	7	65	6.4
61-70 yrs	1st – OMEP	19	82	11.1
	2^{nd} – LANS	16	89	8.6
	3 rd – SALG	8	68	5.9

Discussion and Contributions

Category prescription measures, the structure of brand performance and the identification of the leading brand are all similar across age groups in the GI pharmaceutical class. These results support the conclusions of Uncles and Lee (2006) and Singh et al. (2012) that brand loyalty patterns and leading brands are similar across age groups. However, there are suggestions in the results that loyalty to branded pharmaceuticals, as opposed to generic pharmaceuticals, does increase with age and this finding bears further investigation. Since age-related studies may be confounded by the prevalence of cohort effects in cross-sectional analysis (Zniva & Weitzl, 2016), further longitudinal analysis will explore how prescription behaviour changes as doctor's age and will be presented during the ANZMAC conference.

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The causal modelling revolution: An outline

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Abstract:

A community of researchers, most prominently Turing Prize winning computer scientist Judea Pearl, have enthusiastically developed and promoted a framework of quantitative data analysis known as structural causal modelling (SCM), of which a key feature is their claim that analysis of observational, cross-sectional data can, under certain fairly reasonable assumptions, have the same license to claims of causality as the "gold standard" of statistical analysis: data generated from a randomized controlled trial (RCT). This "revolution" is obviously very attractive to marketing researchers. In this article the SCM framework is outlined. Key takeaways for analysis are that: (a) the claim of SCM to be equivalent to RCT in causal inference is no more controversial than Bayesianism was in the 1990s, for example; (b) opensource software is available to implement SCM; (c) the fundamental ideas rely on only high school mathematics; (d) spurious correlation, confounding and Simpson's paradox are now solved problems.

Keywords: Causal modelling, spurious correlation, confounding

Introduction and Research Aim

The aim of this paper is to explain the usefulness of the causal modelling framework called *Structural Causal Models* (SCM), promoted by Judea Pearl and colleagues (see Pearl, Glymour & Jewell (2016), written for statisticians; and Pearl & McKenzie (2018), written for a lay audience) to a typical marketing researcher who analyses quantitative data, and particularly those who use structural equation models, either covariance based or partial least squares SEM. The framework discussed in this paper is quite general, however, and applies to simple contingency tables as well as the general linear model (including nonlinear specifications).

For most people who operate in this sphere, spurious correlation is a constant worry, among other threats to validity that are more difficult to deal with, for example self-selection bias, social desirability bias, question and answer format effects, and fundamental lack of self-insight in consumer surveys. Hence SCM, once one learns about it, becomes a relatively easy win in the difficult struggle for analytical validity.

We address two research questions in line with this aim:

RO1: What are the fundamental ideas of the framework?

RQ2: How can a researcher apply these ideas?

Space restrictions mean that only a brief outline of SCM can be given. More details and software demonstrations will be provided in the accompanying presentation.

The fundamental ideas of SCM and how to get started

The most important thing about SCM is that it's *not* a way to "prove" causal claims. Most philosophers of science, starting from Hume (1748/1902), and concluding with Quine (1951), believe that this is impossible. However the ability of SCM to generate causal inferences from statistical analysis of observational cross-sectional data that are on an equal footing with those from analysis of data generated by a randomised controlled trials (RCT) is a huge advance over current (widely known) best practices.

For people familiar with Structural Equation Modelling (SEM), Structural Causal Models (SCMs) will be very familiar. However there are key differences: (1) SEMs, whether estimated by covariance matrices or partial least squares, are linear models. SCMs are more general; they make no assumption about the nature of the relationships between the entities; and (2) SCMs can be non-recursive, i.e. contain feedback loops, which are very problematic if not impossible (unidentifiable) for SEMs.

A structural causal model is, mathematically, a 4-tuple $\langle V, U, F, P(u) \rangle$, where:

- *V* is a set of exogenous variables
- *U* is a set of endogenous variables
- F is a set of functions that determine the values of U, $v_i = f_i(v, u)$
- P(u) is the joint distribution of U

P(u) and F result in the joint distribution of P(v)=P(U,V). Lest this what of describing SCM be too intimidating, one can immediate observe that every structural equation model is structural causal model, in the special case where the F are all linear functions. Using fundamental theorems of probability calculus (e.g. the product rule for independent events) several immediately appealing consequences have emerged.

Probably most importantly to many practising analysts is that it is now possible to construct algorithms that completely enumerate whether a given (hypothesised) causal relationship is able to be tested by empirical data given a researcher-specified conceptual model expressed as a complete specification of dependence and independence relationships between variables in the model. Among the many benefits of SCM, two stand out. They are the ability to identify confounds in the conceptual model before collecting data, and the avoidance or resolution of the bane of most (multivariate) data analysts' lives: Simpson's paradox.

Most widely known in the context of the UC Berkeley gender discrimination case (Bickel et al., 1975) in the context of contingency table analysis, the more general problem is often faced in regression models where adding or deleting a covariate results in negligible change in fit, but alters the magnitude or even direction of the other coefficients. Sometimes this is attributed to multicollinearity, but this is often an oversimplified view. Faced with this situation, the analyst has no statistical criteria for inclusion or removal of the covariate in question. One must turn to theory for guidance instead, which is often of little help when the aim of regression modelling is to find which of the hypothesised covariates' relationships with the dependent variable is supported by the data. SCM solves this problem completely, but one must specify the causal model.

As with most modern quantitative data analysis methods, implementations of the ideas are available as free and open-source software. Most importantly, there is both web-hosted and downloadable software available, notably the dagitty package for R and corresponding web service (https://www.dagitty.net/, the JavaScript code behind that service is also open source), and the more well known and Tetrad software, in development since the 1980s, (http://www.phil.cmu.edu/projects/tetrad/), which needs Java v8 or greater.

Discussion and Contributions

It's reasonably clear from the machine learning and statistics literature that SCM is only mildly controversial (Judea Pearl's status as a Turing Prize winner for his contributions to Bayesian Network modelling and the calculus of causal reasoning probably contributes to that), which leaves the important question of why it's not more widely used. There is probably a fairly prosaic explanation: because it's not widely known. Hence the point, and contribution, of this article: to make SCM more widely known. However there's another possible explanation: analysts who've become aware of SCM in the past simply see it as one more thing to do in order to get their manuscript accepted for publication; and as long as editors and reviewers don't ask for it, running their conceptual and research models through an algorithm that can detect confounding & spurious correlation is not necessary. Hence the second contribution of this article: to make SCM more widely known among editors and reviewers, who can make it part of their standard checklist for assessing validity.

Implications for Theory and Practice

The implications for quantitative market researchers are clear: run your theoretical model through dagitty today! Less flippantly, read a short book and try out some software that suits your level of expertise. For the theoretician who perhaps collaborates with an analyst: check that your colleague is aware of this framework. For journal editors and reviewers, check that paper authors are aware of the framework, and encourage them to run their model through software that will check its validity.

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Speeding and satisficing does it matter?

Murray MacRae, Massey University

Abstract:

When an online survey task involves tasks other than classic question scales then common approaches to identifying low quality data are often not appropriate. This paper addresses speeding and satisficing in web surveys, where the task is not a bank of semantic differential or similar scales. It is argued that short response times do not always indicate low aggregated data quality. To identify satisficing, we instigate both behaviour and speed based procedures. Using data from 250 respondents acquired from a paid online panel, we demonstrate that the forecasting task given to respondents is little affected by implausibly fast responses and similarly by those that undertook unexpected behaviours in the predicted task. The implication being that given it is difficult to determine cut-offs for speeding or outlier behaviour it is appropriate to not undertake any data trimming or culling.

Keywords: Speeding, panel data, forecasting

Introduction and Research Aim

While self-administered web surveys are a well-established survey research tool, selfadministration can allow inattentive or non-diligent responding, thus lowering data quality (Groves et al., 2011). The problem is exacerbated when respondents are drawn from nonprobability panels, where respondents undertake many surveys for material rewards (Bethlehem & Biffignandi, 2012; Göritz, Wolff, & Goldstein, 2008). A portion of participants might develop strategies to ease the effort expended in completing the task. This is called satisficing and observed as speeding, and is at its worst when; participants are reluctant, cognitive load is high, or respondents' ability to answer is low (Krosnick, 1991; Krosnick, Narayan, & Smith, 1996). When instruments such as semantic differential or Likert scales are used low quality responses might be detected using indicators such as item non-response, the number of "don't knows", or straight-lining in item sequences. Not all behaviours are detectable. It is possible for satisficing to result in answers which are plausible, but sub-optimal compared to those of a conscientious respondent (for examples see, Cannell, Miller, & Oksenberg, 1981). Sometimes, sophisticated speeders obscure their behaviour by random responses, and if the task requires estimation of some value then detection is challenging. A common approach uses response time as a proxy for data quality (Callegaro, Yang, Bhola, Dillman, & Chin, 2009; Malhotra, 2008). The assumption is that implausibly short completion times, are the result of using heuristic shortcuts in responding (Bassili & Scott, 1996; Greszki, Meyer, & Schoen, 2015) and indicates lower data quality. Consequently, removing these data improves data quality. This paper implements a task not involving typical scales using two approaches to identify the impact of satisficing. This objective is important as the literature provides little advice on speeding other than in the case of classic sequences of scales.

Background and/or Conceptual Model

Although speed is thought a viable proxy for inattentive or survey shortcutting activity, short completion times could also be related to higher knowledge (Heerwegh, 2003), higher cognitive abilities (Bassili & Scott, 1996), or accumulated experience (Usher, Russo, Weyers, Brauner, & Zakay, 2011). Hence, speed is not a good indicator of perfunctory thinking, as quick intuitive reaction could be founded in deep experience and understanding. Many researchers argue that heuristics even typify expert decisions (Kahneman & Frederick, 2005).

Methodology

A survey task was used that required high cognitive engagement. That is; "estimate the next four periods" in six incomplete technology discontinuance data series that had already fallen in an S curve to the 50% of original market share. Cue information was held constant across treatments at a level expected of a forecaster involved forecasting technological decline. Participants were randomly allocated the forecasting task presented in either tabular (vertical two-column table) or graphical format (bar graphs). Bar graphs are thought superior when presenting nonlinear trends (Best, Smith, & Stubbs, 2007), when predicting data points (Wallgren, Wallgren, Persson, Jorner, & Haaland, 1996), and when forecasters are experienced (Best, 2008; Culbertson & Powers, 1959). The panel provider described the large panel as UK business decision makers. No pre-screening by the provider was undertaken; they self reported their expertise. The details of the data series, the selection, and cleaning process are available on request. The survey was implemented using an on-line survey tool and after 3 phases of testing and refinement with survey experts and panel members was released via email to randomly selected panellists, whom were paid a small incentive to. The mean of the estimates of a quota of 250 participants became the forecast of the judgmental forecasting at each horizon. The estimates were compared with those of four marketing science diffusion model fitted to the same data (Bass, Logistic, Gompertz, and Log-logistic). The analysis was repeated twice:

once with responses trimmed for implausibly rapid completions (half the mean completion time (Greszki et al., 2015)), and once trimmed for potential satisficing through obvious forecast pattern differences from the pattern briefed and the data presented the thresholds for coding were: Growth: (grew by > 5% share), Flat-lining: (fell or grew by < 5% share).

Results and/or Discussion and Contributions

Comparing the performance across the two presentation approaches indicated the tabular

presentation gave a mean judgmental estimate that was better than the mean performance of the marketing science models See fig 2. Armed with this information, the performance of the two methods of trimming on the estimates from tabular data were assessed, on the best performing of the presentation methods (tabular). investigation demonstrated that improvements could be made to judgemental estimates of nonlinear trajectories by trimming with either approach. Trimming based on response speed is the best approach (13% coded speeders, 26% coded on behaviours), overall and in particularly across longer horizons. However, the improvements from trimming are small at between 1% and 3% from horizons two, three, and four, and less than 5% at horizon one. Interestingly, the estimates made by undertaking the same trimming approaches on the poorly performing graphically presented group were improved markedly and provided a model with consistently strong accuracy performance. This observation requires further investigation, because the behaviours excluded are based on guesses as to intentions of respondents and are not supported by evidence as to intentions, they may well have interpreted the instructions this way. It might be

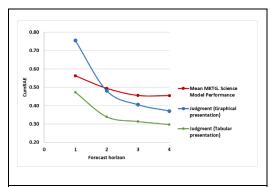


Figure Mean relative judgmental models vs. the mean Marketing science model performance (smaller CumRAE is better)

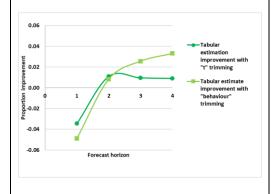


Figure 2. Relative improvement in estimation performance by trimming data.

surmised that a higher proportion of graphical treatment participants found the task challenging, and undertook satisficing which when removed, improved performance, if the task had been changing and they had not used satisficing behaviour then speeds would have been slow and behaviours would have been similar to the tabular presentation results.

Implications for Theory and Practice

That the trimming of the best performing approach's results had little impact on reported performance is encouraging, this provides further support for not trimming data in tasks such as this. A similar result for "banks of scales" type surveys was found by Greszki et al. (2015), where they saw noise added rather than bias, in this study no appreciable bias was found, noise is not an equivalent issue in this task. In terms of managerial practicality, the untrimmed tabular presentation is the easier to implement and has comparable performance to the best marketing science models.

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Automatic machine learning: Are we redundant?

John Richard Williams, University of Otago

Abstract:

When modelling multivariate data there is almost always more than one statistical model that might be used. In addition there are choices to be made regarding which variables to include, and whether to transform the variables in some way. Hence, when one arrives at the "final model", some analysts experience a feeling of disquiet regarding (a) whether things would have been substantively different if different, choices had been made; and (b) whether they've overlooked something that could have improved fit or lead to different substantive conclusions.

Due to automatic machine learning technology (AutoML) it's now possible to run dozens or hundreds of statistical models. For the serious analyst, doing this should be in the standard toolbox. In this paper an overview of AutoML principles and some major software products and services is presented, along with some advice for those of use without large grants to spend on these items.

Keywords: Automatic machine learning, prediction vs. explanation, model fitting

Introduction and Research Aim

The aim of this paper is to outline the ideas behind automatic machine learning (AutoML) and give some advice to marketing researchers who are unfamiliar but wish to learn more. We address two research questions in line with this aim:

RQ1: What are the fundamental ideas behind AutoML?

RQ2: How can a researcher interested in explanation as opposed to prediction use AutoML?

Space restrictions mean that only a brief outline of AutoML can be given. More details and software demonstrations will be provided in the accompanying presentation.

The fundamental ideas of AutoML

In this context, AutoML refers to automation of the machine learning process, in other words selecting and transforming inputs (optionally including subsetting the data), running several different statistical models, e.g. logistic regression, random forests, gradient boosting) and running each model with several different parameters, e.g. the depth of trees in random forests. For the purposes of this exposition we will cover AutoML for regression and classification purposes, to motivate marketing examples like explaining sales response or segmenting buyers.

Many readers may be familiar with logistic regression, but less familiar with random forests and gradient boosting. Briefly, the latter are examples of the difference between machine learning and statistics. Random forests (RFs) are simply a way to summarise the results of many differing decision trees in which each iteration "learns" from the previous; an example of *ensembles*, i.e. combining "weak learners" to produce a more reliable result (decision trees are notoriously fragile to data perturbation). Up until quite recently RF was the go-to algorithm of choice for most learning practitioners; the only downsides being they are more toward the prediction vs. explanation end of the spectrum, and a tendency to over-fit. However it appears that Gradient Boosting Machines (GBMs) are now gaining a place as the default algorithm. Briefly, gradient descent algorithms are a way to find the minimum or maximum value of a function, and boosting works by leveraging the residuals, i.e. identifying the poorly-fitted observations and increasing their weighting on subsequent iterations. In other words, GBMs try to fix their mistakes by concentrating on them: "learning" indeed!

Because each model is independent of any others, the AutoML computing problem is "embarrassingly parallel", i.e. can be distributed among cores, CPUs, GPUs, TPUs and machines without any special algorithm needed for load balancing or synchronisation. Hence the major tech vendors with cycles to spare are renting their server farms at relatively affordable prices (e.g. Google charges NZD \$35 per hour for a very capable configuration, which took 0.9 hours for autoML binary classification of 1,100 cases by 60 correlates), but also individual researchers with access to multiple machines are able to run the actual algorithms, most of which are open-source.

Major AutoML implementations

Because AutoML developed in response to the needs of the digital economy, it's not surprising that the major tech companies have market-leading products. It's slightly surprising that many of them have open-sourced the code, which suggests that they're crowd-sourcing improvements. There is also a hotbed of activity at universities, and in most universities Python and R are used for developing new methods, in addition to pure programming languages like Java, C++ etc. The major vendors include Google (AutoML, fully GUI), Rapid Miner (Fully

GUI), H2O (autoML Python & R packages and closed-source Driverless AI), and packages built on general-purpose interpreted languages: Python, notably Auto-Sklearn (Feurer et al., 2015) and TPOT (Olson & Moore, 2016). Other open-source options include AutoWEKA (Kothoff, 2017) and AutoKeras (Jin, Song & Hu 2018) most notably.

Given Google's size and the degree to which their business relies on accurate predictions, one might expect their offering to be one of the best, however that's not the case. Their AutoML "tables" is, as the name suggests, for tabular data as opposed to multidimensional data used for image recognition via artificial neural networks, for example. It is probably the easiest to use and also the least satisfactory of all the products I've used, in that its explanatory output for a binary classification task is limited to a feature importance table. Because of these limitations, it's use is not recommended beyond a simple comparison of fit.

At the other end of the spectrum, Python's Auto-sklearn and R's various packages, notably caret and MLR, give as much detail as any analyst could possibly want, but for researchers unfamiliar with those programming languages the learning curve may be too gradual.

Discussion and Contributions

Machine learning and AutoML can seem very technical at first, but they are no more complicated to learn about than Structural Equation Modelling, and in many cases much less complicated. The fundamental ideas of various algorithms are often intuitively understandable, and one (very blunt) demarcation criterion between statistics and machine learning is that the latter has no theory, i.e. no assumptions about distributions of the variables, and no nullhypothesis significance testing.

Also, as the field is moving at a rapid pace, the academic literature is not ideal for learning about the current state of the art. But the good news is that there are plenty of people, often graduate students, comparing the different offerings in often very detailed studies (e.g. Balaji & Allen, 2018), and also the Kaggle competition is a showcase for the state of the art.

Implications for Theory and Practice

The implications for quantitative market researchers are clear: use an AutoML framework that suits you (at this stage there are no implementations that are clearly superior) and your budget. If the fit of the AutoML result is similar to or less than your hand-crafted model, then rejoice. That's one less threat to validity to worry about. But if it's substantially more, then obviously you have some work to do. Because of this, it's essential to use an AutoML framework that gives you detailed enough output that you can to diagnose how it arrived at its result, and what you could do to improve your hand-crafted model. On this point, currently Google's AutoML, which doesn't even tell you which model it used for it's final predictions, is not helpful at all.

But almost any of the other tools discussed above are worth investigating. Kaggle results this far indicate that in general the best open-source AutoML software does not outperform human data scientists. But this must be tempered by two observations: the human data scientists who score highly in Kaggle are true experts, and are motivated to put special effort in to win the competition. However, most of us mere mortals with time pressure to submit manuscripts could probably do with a robot that gives some helpful hints to point us in the right direction. So, we're not redundant yet; but a little help is always welcome.

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Double jeopardy in product category purchasing

Steven Dunn, University of South Australia Magda Nenycz-Thiel, Ehrenberg-Bass Institute John Dawes, University of South Australia

Abstract:

The Double Jeopardy empirical generalisation describes the relationship between the size and loyalty of competing brands in a product category. Smaller brands suffer in two ways – they have fewer buyers and those buyers purchase the brand slightly less often (Ehrenberg, Goodhardt and Barwise, 1990). This research extends the investigation of the Double Jeopardy pattern to purchasing at a product category level. The relationship between product category penetration and average purchase frequency is analysed using consumer panel data from the United States (10 years, 1190 categories) and the Netherlands (six years, 92 categories). Across the years of analysis, the average correlations show a moderate positive relationship between the two metrics in both the United States (0.58) and Netherlands (0.56). The research also identifies a point of inflection at around 50% penetration, whereby categories above 50% in both datasets demonstrate stronger relationships between penetration and purchase frequency.

Keywords: Category, Double Jeopardy

Background

One of the most prominent patterns in brand metrics data is the Double Jeopardy pattern (Sharp et al., 2012). First found by McPhee (1963), the pattern when applied to brand performance metrics says that small brands are penalised in two ways. Not only do they have fewer buyers, but the buyers of those brands also buy them less often (Ehrenberg, Goodhardt and Barwise, 1990). This pattern has been replicated at the brand level in virtually all packaged good categories, in services categories, and even in B2B markets such as prescriptions or concrete buying (Habel and Lockshin, 2013; Ehrenberg, 1972; Pickford and Goodhardt, 2000; Stern and Ehrenberg, 1995). In this research, we extend the Double Jeopardy investigation to category level data for the first time. Such extension is important as it will add to the knowledge on how categories grow and under what conditions.

Method

This research analysed consumer panel data from two countries – the United States and the Netherlands. The US consumer panel data, collected by Nielsen (made available by the Kilts Centre for Marketing), includes the sales of 1,190 product categories over a ten-year period (2007-2016). The Netherlands panel data, collected by GfK, spans 92 categories over six years (2010-2015). To examine the Double Jeopardy relationship, we examine the correlations between two category level sales metrics:

- **Household Penetration**: % of households in the panel that purchase the category at least once in the year of analysis.
- Average Purchase Frequency: the average number of category purchase occasions in a year among the households that purchased the category.

Results

We only analysed categories with an annual penetration greater than 1%. The figures below display examples of the relationships between penetration and purchase frequency from the United States in 2016 and the Netherlands in 2015.

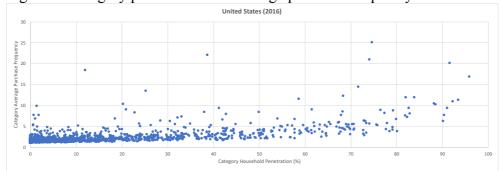
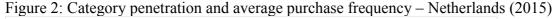
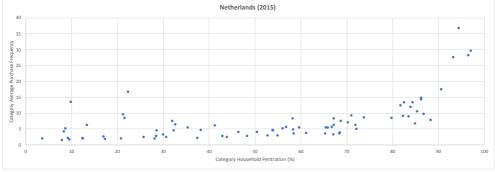


Figure 1: Category penetration and average purchase frequency – United States (2016)





There is a moderate positive correlation between penetration and purchase frequency in both the US (0.59) and in the Netherlands (0.57). The data from both countries also demonstrate a point of inflection at around 50% penetration, whereby there appears to be a stronger relationship between the two metrics. The correlations were stronger when separating the categories by those with penetration greater than 50% (US -0.56, Netherlands -0.78) compared to those with penetration equal to or less than 50% (US -0.34, Netherlands -0.06).

This pattern was more extreme in the Netherlands, most likely due to a small number of categories that had low penetration, but high purchase frequency, such as Wet Cat Food and Wet Dog Food. The same patterns hold when the analysis is expanded across multiple years. See tables below for the 10 years of the United States data and six years of Netherlands data.

Table 1: Correlations between category penetration and purchase frequency: US data

	C	ategory Overvie	W	Correlations: Household Penetration and				
				Avera	ge Purchase Free	Frequency		
Year	No of	% of	% of	All	Categories	Categories		
	categories	categories	categories	Categories	Penetration	Penetration		
		Penetration	Penetration		=<50%	>50%		
		=<50%	=<50%					
2016	965	87	13	0.59	0.34	0.56		
2015	972	88	12	0.58	0.34	0.51		
2014	979	88	12	0.58	0.32	0.44		
2013	980	88	12	0.54	0.34	0.41		
2012	982	88	12	0.54	0.35	0.70		
2011	958	87	13	0.60	0.33	0.69		
2010	959	87	13	0.60	0.33	0.68		
2009	920	86	14	0.60	0.30	0.68		
2008	925	86	14	0.59	0.29	0.67		
2007	929	86	14	0.58	0.29	0.67		
Average	957	87	13	0.58	0.32	0.60		

Table 2: Correlations between category penetration and purchase frequency: Netherlands data

	C	ategory Overvie	W	Correlations: Household Penetration and				
				Avera	ge Purchase Free	quency		
Year	No of	% of	% of	All	Categories	Categories		
	categories	categories	categories	Categories	Penetration	Penetration		
		Penetration	Penetration		=<50%	>50%		
		=<50%	=<50%					
2016	78	58	42	0.57	-0.03	0.78		
2015	78	58	42	0.57	-0.07	0.77		
2014	78	59	41	0.56	-0.07	0.76		
2013	78	55	45	0.57	-0.09	0.77		
2012	78	50	50	0.58	-0.05	0.81		
2011	78	56	44	0.54	-0.08	0.76		
2010	78	58	42	0.57	-0.03	0.78		
Average	78	56	44	0.56	-0.06	0.78		

Discussion

We conclude that the category condition, penetration level, impacts the strength of the Double Jeopardy pattern. More mature categories, at penetration above 50% exhibit stronger correlations between penetration and purchase frequency, pattern closer to the one observed at brand level.

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Levers of category growth by development stage

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Abstract:

Product category expansion is often considered a strategy for brand growth, yet there is little empirical knowledge to guide decision-making. This paper investigates how the incidence and sources of category growth vary by a category's stage of development (as measured by average quarterly penetration). The method consists of analysing the sales growth and decline of more than 700 packaged goods categories in the United States market from 2007 to 2016. In addition to changes in retail sales, changes in three levers of growth are also investigated – household penetration, average volume per buyer, and value per volume purchased. First, the research identifies that the size of growth and decline is greater at the less mature category stages. Secondly, for more mature categories, we find that growth was more likely to be attributed to changes in value per volume, whereas penetration played a greater role among the less mature categories.

Keywords: Product Category Growth

Background

Faced with persistent brand share equilibrium (Graham, 2009), managers now consider category expansion as a brand growth strategy (Yoon et al., 2017). At present there is little evidence available about the incidence and nature of category dynamics in mature markets, and therefore little to inform decision-making. Further, there is little understanding of the importance of where the growth comes from given category development stage, here defined as the percentage of buyers that buy the category at least once in a given quarter (penetration). In this research, we look at over 700 packaged goods categories in the US market over nine years and ask the following question: Given category development stage, how much of the category growth comes from penetration, consumption or value growth.

Method

We analyse Nielsen household consumer panel data from the United States, made available from the Kilts Centre for Marketing. This data spans the period of 2007 to 2016. We investigate the overall changes in category retail sales year to year. To account for changes in panel size between years, we standardise these sales to a measure of sales value (\$) per 100 households in the panel. We then investigate changes in three levers of this growth in order to investigate how the changes in category sales happened:

- Annual Household Penetration: % of panel households that purchase the category in the year of analysis;
- Volume Per Buying Household: Average purchase volume per buying household over the year; and
- Value Per Volume: Average \$ value per unit of measurement (e.g., grams).

From these levers, we can assess how much the overall changes in sales per 100 were due to changes in the number of people buying (penetration), how much they purchased (volume per household) and how much they paid (value per volume). The analysis excluded any categories with an annual household penetration less than 2% and categories that were recorded with different units of measurements for different products (e.g., litres and grams). For each category, we were able to analyse nine annual changes (e.g., 2007 to 2008, 2008 to 2009, etc). We combined these changes across all years in our analysis.

Results & Discussion

Table 1 below summarises the key changes in the overall sales and the three levers. Across all the categories, overall all the years, the average annual change was 0.5%. Average changes for penetration and volume per buyer were -1.4% and -0.4%, respectively. Value per volume increased by an average of 2.4. The standard deviations demonstrate that there was more change in penetration and value per volume between years, than there was in the volume per buyer.

Table 1. Average changes in sales per 100 and levers (2007-2016)

		Sales per 100		_		Vol per Buyer		Value per Vol	
		(% change)		(% change)		(% change)		(% change)	
	N	Mean	SD	Mean	SD	Mean	SD	Mean	SD
All Categories	4219	0.5	10	-1.4	7	-0.4	5	2.4	7

We then assessed the correlations between changes in the overall sales and changes in the three levers. The lever which had the strongest relationship with changes in sales per 100 was annual household penetration (correlation 0.83). These changes in annual household penetration did correlate with the changes in volume per buyer (0.20) or value per volume (0.02). However,

there was a moderate negative relationship between changes in volume per buyer and value per volume.

To gain further insights into category sales and the levers, we also examined how these patterns varied across categories at different stages of development. We define category development based on the category's average quarterly penetration. As seen in Table 2, the likelihood of growth increases with 'maturity'. This is seen in the larger average changes in sales per 100 among categories with higher quarterly penetration. We also see, via the standard deviations, that the more mature categories are also more stable in their sales. This pattern of more stability is also observed across the three levers. However, this most extreme with household penetration, which has much less variation at more mature levels.

Table 2. Average changes in sales per 100 and levers by avg. quarterly penetration

		Sales per 100 (% change)		Annual HH Pen (% change)		Vol per Buyer (% change)		Value per Vol (% change)	
Avg. Quart Penetration	N	Mean	SD	Mean	SD	Mean	SD	Mean	SD
>2 to 5%	1126	0.4	14	-1.8	11	-0.2	6	2.7	9
>5 to 10%	937	-0.1	11	-1.9	8	-0.3	6	2.2	5
>10 to 20%	1021	0.8	8	-1.2	5	-0.4	5	2.5	5
>20 to 40%	708	1.0	7	-0.8	3	-0.5	4	2.4	6
>40%	327	1.1	6	-0.3	1	-0.7	4	2.2	6
All Categories	4219	0.5	10	-1.4	7	-0.4	5	2.4	7

Large variation is seen between the development stages when observing which of the three levers correlate (and explain) more of the changes in sales per 100. At the least mature level (>2 to 5%) the sales per 100 correlation is stronger with annual household penetration (0.85) compared to either volume per buyer (0.21) or value per volume (0.39). In contrast, when looking at the most mature stage, the lever most correlated with sales per 100 changes was value per volume (0.66), followed by penetration (0.45) and volume per buyer (0.31). This is consistent with the little variability in the penetration lever at the more mature levels.

Table 3. Average correlations between sales per 100 and levers by avg. quarterly penetration

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Avg. Quart		Sales per	Sales per	Sales per	Annual HH	Annual HH	Vol Per	
Penetration	N	100 &	100 &	100 &	Pen & Vol	Pen &	Buyer &	
	11	Annual HH	Vol per	Value per		Value Per	Value Per	
		Pen	Buyer	Volume	Per Buyer	Volume	Volume	
>2 to 5%	1126	0.85	0.21	0.39	0.11	0.04	-0.52	
>5 to 10%	937	0.88	0.49	0.28	0.30	-0.01	0.50	
>10 to 20%	1021	0.82	0.43	0.28	0.28	-0.03	-0.56	
>20 to 40%	708	0.68	0.41	0.59	0.39	0.06	-0.41	
>40%	327	0.45	0.31	0.66	0.47	-0.09	-0.48	
All	4210	0.83	0.24	0.26	0.20	0.02	0.50	
Categories	4219	0.83	0.34	0.36	0.20	0.02	-0.50	

Conclusions

We find that the importance of the three growth levers differs given category development stage. The more mature the category, the less growth comes from penetration and the more important is the value lever. This finding adds to the knowledge of category dynamics and gives practical implications on how to adjust growth strategy for different category development stages.

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Impact of life change events on consumer demand for financial products

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Abstract:

Targeting relies on understanding consumers' heterogeneous preferences and responses to firms' marketing activities. Still, important issues related to the evolution in consumer heterogeneity remain little understood. While data from this perspective provide important insights into consumer dynamics, they might not always enable firms to design timely targeting strategy in response to changes in consumer dynamics. This is not only because most firms respond only after observing changes in consumer behaviors but also because changes in customer relationships may not always lead to relevant changes in behaviors. Consequently, managers need to design proactive marketing strategies, targeting consumers before any undesirable changes. In this article, the authors focus on the changes in consumers' life status (e.g., salary, marital status) and the impact on consumer behavior. Their empirical application comprises a large data set provided by a U.S. financial institution. The results highlight the importance of life change events in understanding consumer dynamics.

Targeting, which is central to marketing strategies, relies on understanding consumers' heterogeneous preferences and responses to firms' marketing activities. According to prior research (e.g., Naik, Mantrala, and Sawyer 1998; Xie et al. 1997), consumer heterogeneity can be dynamic and vary over time. Therefore, firms need to capture such a dynamic evolution in consumer heterogeneity to design effective marketing strategies.

Motivated by this important managerial implication, a wealth of academic research has examined the evolution of consumer heterogeneity. Most studies in this domain specify such a dynamic with time-varying parameters at the individual level, using specifications such as the dynamic linear model (e.g., Sriram, Chintagunta, and Neelamegham 2006) and semiparametric model (e.g., Guhl et al. 2018). Netzer, Lattin, and Srinivasan (2008) develop a hidden Markov model to examine the evolution of consumers' relationships with firms using historical behaviors.

Despite this work, important issues remain less well understood. In particular, prior research primarily infers consumers' dynamics from their past interactions with firms. For example, using a hidden Markov model, analysts usually infer changes in consumers' relationship by connecting their current behaviors with past behaviors. While data from this perspective provide important insights into consumer dynamics, they may not always enable firms to design timely targeting strategy in response to changes in consumer dynamics. This is not only because many firms respond only *after* observing changes in consumer behaviors but also because changes in customer relationships may not always lead to relevant changes in behaviors. Consequently, it is crucial for managers to design proactive marketing strategies that target consumers *before* any undesirable changes.

Designing such a marketing strategy requires understanding the exogeneous variations that drive changes in consumer heterogeneity. In this article, we focus on the changes in consumers' life status (e.g., salary, marital status) and the subsequent impacts on their behavior. Changes in life status could play an important role in governing consumers' preferences and, thus, demand for products in many categories. For example, salary raises are likely to increase consumers' willingness to pay and possibly trigger a switch to premium brands with higher quality. Consequently, marketing strategies could be suboptimal without incorporating such changes from this perspective.

Our empirical application involves a large data set provided by a Fortune 500 financial institution in the United States. In the data set, we observe consumers' choices of financial products in multiple categories, including savings, insurance, loans, and investments. Our data set also contains detailed observations on consumers' life change events, the time of occurrence, and the content of each. In addition, we observe other control variables at the individual level, such as consumer-directed communications with the bank and marketing solicitations initiated by the bank. As such, our data set is well suited to address our proposed research questions. First, how can we predict consumers' demand for related financial products prompted by their life changes? The objective here is to accurately predict customers' propensity to acquire new or modify existing financial products because of a life change. Second, how can information on customers' important life events help managers develop a strategy to target them in a more timely and tailored way? For example, how much revenue could they generate by targeting the right product at customers at right time (e.g., before, during, or after life events) depending on the life event? Demand for financial products, as a vital part of personal financial planning, may be driven by many factors, most notably consumers' life change events. Examples include the purchase of a new home,

leading to the demand for a mortgage and insurance, and the birth of a child, leading to the demand for health insurance or an education trust fund. Therefore, our results could provide important insights into designing effective marketing strategies for consumers' life change events. First, our estimation results suggest that life changes play an important role in governing consumers' demand for financial products. Second, we find considerable heterogeneity in the effects of life changes. In particular, our estimation results imply that the effects of life change events largely depend on the nature of these events. While an increase in salary could uniformly increase demand for financial products in most categories, changes in marital status could lead only to a change in demand for a subset of financial products. In a similar vein, we also find that the impact from the same type of life change event might also vary across different categories of financial products. Last, our estimation results document a time-varying effect associated with consumers' life change events. We also examine several alternative targeting strategies to explore the managerial impact of our proposed framework.

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Economic recessions and alcohol consumption

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Abstract:

Economic recessions have profound effect people's economic and psychological wellbeing. In this paper, we study the effect of the Great Recession on alcohol demand and consumption. Relevant literature postulates that economic recession can both stimulate and dampen alcohol consumption, but there is no conclusive empirical evidence. In our study, we investigate this effect with US beer retail sales data. This dataset contains detailed product level information on weekly sales and marketing mix variables from over 1700 supermarkets. Overall, we find the Great Recession to positively impact alcohol sales. We show that part of this increase can be attributed to supply side factors. We further explore the mechanism through which economic recessions increase alcohol consumption.

Keywords: alcohol market; retailing; Great Recession.

Introduction and Research Aim

Recessions are cataclysmic economic events that wreak havoc on a society's social and economic life. According to the Federal Reserve Board's Survey of Consumer Finances (SCF) in 2010, the average US household had lost close to 40% its net wealth by the end of the Great Recession (Brick et al 2012). And the effects are long lasting. A recent study finds that by 2016, the majority of US households still haven't reached their wealth levels in 2007, the last year before the Great Recession (Kuhn, Schularick and Steins 2017). Given these considerations, there has been an increasing effort to better understand the impact of economic recessions and in particular, how they influence people's attitudes and behaviours. In recent years, research has shown that recessions not only have profound impact on attitude, belief and decision in matters related to person finance, such as career and education choice, attitudes towards financial investment and risk taking, but that it also has broad influence on general consumption patterns and preferences such as price sensitivity, sensitivity to advertising, preference for private label products and etc (Brett, Goldfarb and Li 2012; Dube, Hirsch and Rossi 2018; Bianchi 2014)

In this paper, we study the effect of the economic recession on alcohol demand and consumption. The question has important managerial and policy implications. The alcohol industry in the US is large and occupies a place of significance in the consumer economy. Retail sales of alcoholic beverages—i.e., off premise alcohol sales—totals \$106.2 billion in 2017 (USDA 2018), or 12.4% of total household spend on home food and beverages consumption. In addition to its size, the alcohol market is distinguished from related food and beverage industries in its deleterious public health implications. Alcohol's addictive properties, combined with the well-known negative health consequences resulting from excessive consumption, makes it a key focus for public policy. Excessive alcohol use is estimated to kill 88,000 people in the US each year (CDC 2018). Drunk driving is one of the leading causes of premature deaths and accounts for 28% of all traffic-related death in the US in 2016. The center for disease control and prevention (CDC) estimates the total annual cost to the economy from excessive alcohol use is \$249 billion dollars.

The aim of this study is:

To disentangle the various supply- and demand-side effects the Great Recession have on alcohol consumption.

We address two research questions in line with this aim:

RQ1: how did the sales of alcoholic beverages change in the US during the Great Recession?

RQ2: to what extent can the changes be attributed to changes in consumer demand? **RQ3:** what are the mechanisms through which the Great Recession affects alcohol consumption?

Background and/or Conceptual Model

Previous research in public health suggests that economic recession can both stimulate and dampen alcohol consumption. One of the most commonly cited triggers for people to consume alcohol is anxiety and stress. And during recession people are likely to experience elevated level of anxiety as a result of increased employment- and personal finance-related concerns (i.e., the anxiety effect). Secondly, reduction in employment levels during recession translates into more leisure, which affords the general populace more opportunities to consume alcohol (i.e., the leisure effect). Collectively, the anxiety and leisure effects are likely to positively influence alcohol consumption during economic recession. On the other hand, the loss of

wealth and employment during recession reduces household disposable income, which should negatively affect spending on alcohol, and in corollary, alcohol consumption. A priori, it is not clear which set of factors dominates, and what the net effect of these countervailing forces on alcohol consumption is hence remains an empirical question.

Moreover, understanding the effect of economic recession on alcohol consumption is further complicated by the influence of supply side factors. Cost of raw material and labor generally decline during recession, and manufacturers could opt to pass some of the cost savings onto consumers in the form of price promotions. Manufacturers and retailers are also likely to respond to the shift in demand, for example, by reducing prices when demand slackens, to counteract the effect of the demand factors we delineated above.

Methodology

We use regression analysis to address the research questions. The empirical context in which we investigate these research questions is the US beer retail market. We operationalise alcohol consumption with weekly supermarket beer sales data from the IRI Marketing Science Dataset (Bronnenberg et al 2008). This dataset contains detailed product (Universal Product Code or UPC) level information on weekly sales and marketing mix variables from over 1700 supermarkets covering 47% of US population over the span of over 11 years.

Results and/or Discussion and Contributions

Overall, we find that relative to periods both immediately before and after the Great Recession, weekly beer sales for the stores covered in our sample on average increased by 4.5% during the Great Recession. We show that part of this increase can be attributed to supply side factors - real retail beer price on averaged declined by 2% during the Great Recession. After accounting for the price decrease (i.e., holding the supply side factors constant), we find that consumer demand for beer during the Great Recession increased by 2.8%.

Implications for Theory and Practice

Our research makes a number of contributions to a research area that has important policy and managerial implications. In particular, disentangling the demand and supply side factors that drive alcohol consumption presents us with a more clear picture of how people's demand for alcohol changes during recession. This is of value both to policy makers and industry, regardless whether their goals are to curtail alcohol consumption or to maximize profit. And a more precise understanding of the behavioural and psychological mechanism through which recessions affect people's drinking pattern is imperative for policy makers to devise more appropriate policies to improve people's overall health and wellbeing during an economic recession. Lastly, our research shows that alcohol belongs to a rare class of goods that exhibit a counter-cyclical pattern of demand (i.e., greater demand during hard economic times). Due to their distinct demand pattern, counter-cyclical products a unique role in the economy and finance (in particular, to balance the economy and serve as the basis for risk-hedging financial instruments). Our research adds to the literature on counter-cyclical products and enrich our understanding of this class of products in general.

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Marketing Communications

When transparency enhances effectiveness of targeted ad

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Abstract:

As online advertisers are increasingly collecting and utilizing consumers' personal data to generate targeted advertisements, strong concern on privacy infringement and advertising ethics of such practices has been raised among consumers and regulators worldwide. This study investigates the joint effects of ad disclosure and ad transparency on the effectiveness of online targeted advertisement. Results of a 2×3 experiment showed that the negative effect of ad disclosure (i.e., displaying the commercial nature of an advertisement) on ad effectiveness can be attenuated by enhancing ad transparency (i.e., stating the data source used to generate the targeted advertisement). In particular, ad effectiveness is reduced by individual-based transparency statement but not by collective-based transparency statement. While the negative impact of ad disclosure can be lessened among participants reading the individual-based statement, those reading the collective-based statement become even more interested in the ad when they recognize the advertising purpose.

Keywords: Online targeted advertising; Ad disclosure; Ad transparency

Introduction and Research Aim

The Internet has become a global data-collection platform as most websites and mobile applications require users' information and obtain access to their browsing history through various means. Rapid development of Internet technology facilitates companies to collect and utilize consumer data for the purpose of producing and displaying targeted advertisements (e.g., Iyer et al. 2005; Schumann et al. 2014). Targeted online advertising is considered as one of the most effective ways to reach selected audience (Boerman et al. 2017). Although targeted online advertisements can strengthen advertising effectiveness and bring revenues to companies, concerns about the potential infringement of consumer privacy have also been raised among Internet users (e.g., Goldfarb & Tucker, 2011; Wright and Xie 2019).

The debate over Internet privacy has also received considerable attention from regulators. First of all, regulations on explicitly disclosing the identity of an advertisement are enforced in many countries. Previous research has shown that ad disclosure enhances consumers' advertisement recognition (Evans et al. 2017), which undermines consumers' perception of the advertised product or brand (e.g., De Jans et al. 2018). In addition, regulators call for companies to reveal how they collect and use personal data to generate individualized ad, thus ad transparency can be ensured (Kim et al. 2019). As revealing the ways of collecting personal data may evoke consumers' privacy concern (Cho and Cheon 2004), enhancing ad transparency is expected to harm ad effectiveness. However, companies have liberty in designing the messages that disclose the generative mechanism of the targeted ads. Recent empirical studies provide evidence that increasing ad transparency can actually strengthen ad effectiveness by deliberately designing the message (Summers et al. 2016). One critical aspect of ad transparency that has not been examined in previous literature regards the social dimension of consumer data, i.e., the individual or collective data source that advertisers use to generate the targeted ad, which we expect will impact how consumers perceive the ad and the advertised products.

The aim of this study is:

To investigate the joint impacts of ad disclosure (i.e., disclosing the commercial purpose of an ad) and ad transparency (i.e., statement on the mechanism of ad generation) on the effectiveness of online targeted advertisements.

Three research questions are addressed in line with this aim:

RO1: How does ad disclosure affect ad effectiveness?

RQ2: How does enhancing ad transparency (individual vs. collective based ad generation statement) affect ad effectiveness?

RQ3: What is the interaction effect between ad disclosure and ad transparency?

Method

We conducted a 2×3 (advertising disclosure: disclosure vs. nondisclosure; ad generation transparency statement: baseline vs. individual-based vs. collective-based) between-subjects experiment. 323 participants were recruited via an online research portal. Participants first completed a filler task in which they were asked to rank their preference of five hotels on an island. The purpose was to simulate an online context of personal data collection. Participants then read an instruction followed by an image of a simulated webpage featuring a hotel and a simulated booking button. Participants were explicitly informed that the webpage they see is an ad in the disclosure condition, while no such information was provided in the non-disclosure condition. For ad generation transparency, participants were told that the ad was generated based on their personal data collected in the filler task in the individual-based condition, while those in the collective-based condition were told that the ad was generated based on data of a group of similar consumers. No such information was shown in the baseline condition. After reading the information, participants responded to questions regarding ad effectiveness. We used two measures for ad effectiveness: 1) a five-item Likert scale for participants' purchase intention and 2) a single-item for their willingness to click the ad (De Jans et al. 2018; Sanjay and Lord 1994).

Results and Discussion

MANOVA results show that advertising disclosure negatively affects the online ad effectiveness only when ad generation statement is not present, i.e., when participants are not informed of the ad generative mechanism. We then performed a post-hoc analysis to compare the difference between the effects of individual-based and collective-based ad generation statements. When advertising purpose is disclosed, individual-based (vs. no) statement does not inflict any additional impacts on ad effectiveness, while collective-based statement substantially elevates consumers' attitude (intention, interest and willingness to click) toward the recognized ad content, compared with both individual-based statement and baseline condition, showing the positive effects of collective-based statement when advertising purpose becomes explicit.

We also conducted regression analyses for both measures of ad effectiveness. Advertising disclosure does not exert an overall impact on ad effectiveness. As mentioned earlier, its effect depends on whether or not ad generation statement is conveyed. Individual-based ad generation statement significantly undermined ad effectiveness but, unexpectedly, mitigated the negative relationship between advertising disclosure and ad effectiveness. This finding indicates a substitution effect of individual-based ad generation statement that rendered the negative impact of advertising disclosure less effective in lowering ad effectiveness. In contrast, collective-based ad generation statement considerably mitigates the negative effect of advertising disclosure such that it shifts the effect direction from negative to positive, greatly improving ad effectiveness even when the advertising purpose is revealed. This interesting result identifies collective-based (rather than individual-based) ad generation statement as a more effective expression of advertising transparency in rectifying the undesirable consequences caused by advertising disclosure practice.

Theoretical Contributions and Practical Implications

This research makes two important theoretical contributions: 1) providing new insights into the role boundary of ad disclosure such that the negative effects of ad disclosure could be mitigated by enhancing ad transparency; 2) highlighting the social dimension of data sources that advertisers claim to use in ad generation. While both types of ad generation statements could attenuate the negative effects of ad disclosure, the collective-based ad generation statement even enhances ad effectiveness.

Our research suggests two managerial implications: (1) regulators and public policy makers should encourage advertisers to increase ad transparency in their online targeted advertisements; 2) advertisers should adopt a collective-focused approach to inform consumers that the final ads they see are generated based on massive datasets of similar consumers.

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Hark! The pure angels prime: Communicating healthfulness

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Abstract:

This research introduces an angelic-healthful effect, whereby angelic symbols (i.e., halos and wings) in advertising increase consumer perceptions of product healthfulness. Four experiments are conducted with a total of 669 participants. Results show that angelic symbols influence perceptions of product healthfulness. Study 2 and Study 3 provide evidence of purity associative priming as the process influencing healthfulness perceptions. Study 4 rules out conceptual fluency as an alternate explanation for the effect, with angelic symbols influencing healthfulness perceptions irrespective of whether the products advertised are a vice or a virtue. This study has important implications for marketers and advertisers in their execution of advertisements to influence product attribute perceptions and behaviour.

Keywords: Priming, Angels, Healthfulness.

Introduction and Research Aims

Marketers regularly utilize angelic symbols in marketing communications. For example, Philadelphia's well-known angels appeared in their advertising in the 90s and early 2000s, and were recently revived in their European campaign in 2016. Despite the depiction of angels being a popular strategic advertising tactic, research has not yet examined their effectiveness. The aims of this study are to: (1) determine whether angelic symbols increase perceptions of product healthfulness (angelic-healthful effect), (2) assess whether the angelic-healthful effect occurs due to associative priming, whereby angelic symbols activate product purity associations, and (3) rule out conceptual fluency as an alternate explanation for the angelichealthful effect.

Background

Research suggests that devils and angels are representative of internal conflict (wants vs. shoulds), with angels symbolizing the virtuous choice (Ainslie, 1975, 1992; Bazerman et al., 1998). In marketing, consumers experience internal conflict when choosing between products that will bring them the most immediate pleasure (i.e., vices), and products that are less gratifying and appealing in the short-term, yet have less negative long term consequences (i.e., virtues; Milkman et al., 2008; Okada, 2005). Vice products, such as soft drink and chocolate, are commonly perceived as unhealthful, whereas virtue products, such as yoghurt and rice, are perceived as healthful (Thomas et al., 2011; Kivetz & Keinan, 2006). As such, we suggest that when an angel is depicted in advertising consumers will be more likely to perceive the advertised product as healthful (H1). We propose associative priming (Bargh et al., 1996) as the process underlying our angelic-healthful effect, whereby the mental construct of angels activates related associations. Specifically, we propose that exposure to angels (e.g., halos, wings) should trigger mental representations of goodness, purity, and wholesomeness (Oliver & Lewis, 2008; Tresidder, 2011). Previous research has found that the purity of foods (i.e., unprocessed, natural, or organic) is related to perceptions of healthfulness (Dubisch, 2017). We, therefore, propose a previously unexplored priming effect — exposure to angels in advertising activates mental representations of product purity, which subsequently influences perceptions of product healthfulness (H2). With previous research confirming that consumers are more likely to buy healthful products (e.g., van Kleef et al., 2005; Siegrist et al., 2008), we propose a downstream consequence of the angelic-purity-healthfulness effect on purchase intention (H3). Perceptions of the healthfulness of virtue foods paired with an angel may be the result of *conceptual fluency*. Fluency arises when the mental representation of a target is easier to activate because it offers semantic relatedness to the context in which it appears (Whittlesea, 1993). In other words, angels would be more likely to activate healthfulness perceptions when paired with virtue, rather than vice products. We argue, however, that the effect of angelic symbols in advertising on healthfulness perceptions is driven by associative priming through the mental activation of product purity perceptions and not fluency (H4).

Methodology

Study 1 and Study 2. A sample of 305 members of the general population (Study 1: 155, M_{Age} = 46.32; Study 2: 150, M_{Age} = 46.28) participated in a between subjects experiment: angelic prime (absent vs. present). Participants were first shown an advertisement that paired a spokesperson with *Chobani* yoghurt (Study 1) or *Carmen's* cereal (Study 2). The spokesperson in the angelic prime conditions was depicted with a halo and/or wings. Participants were asked to rate the perceived healthfulness of the brand's products (Van Doorn & Verhoef, 2011). Participants in Study 2 then rated product purity (pure, natural, untainted, unprocessed) and reported their intention to purchase the advertised product (Mitchell & Olson, 1981). Finally,

all participants rated the degree to which the spokesperson was angelic (heavenly, divine, angelic), and reported demographic information.

Study 3. A sample of 179 members of the general population ($M_{Age} = 46.49$) participated in a 2 (angelic prime: absent vs. present) x 2 (purity cue: absent vs. present) between-subjects experiment. The spokesperson in the advertisement was paired with *Sakata* rice crackers, and was depicted either with or without a halo. Advertisements that featured a purity cue included the copy, "100% natural". Participants were asked to rate the perceived healthfulness of the products, along with their purchase intention. Finally, participants rated product purity, the degree to which the spokesperson was angelic, and reported demographic information.

Study 4. A sample of 185 members of the general population ($M_{Age} = 46.61$) participated in a 2 (angelic prime: absent vs. present) x 2 (product: vice vs. virtue) between-subjects experiment. Participants were shown an advertisement for either *Nippy's* smoothies (virtue) or *Nippy's* thick-shakes (vice). The spokesperson in the advertisement was depicted either with or without a halo and wings. Participants were asked to rate product healthfulness, the degree to which the spokesperson was angelic, and product virtuousness (Wertenbroch, 1998).

Results

Study 1 and Study 2. Manipulation of angelic prime was successful in both Study 1 and Study 2 (p < .001). Results of Study 1 demonstrated that angelic prime had a significant effect on perceived healthfulness (F (1, 154) = 33.55, p < .001, $\eta^2 = .179$), whereby perceptions of healthfulness heightened when the angelic prime was present ($M_{Absent} = 4.99$, $M_{Present} = 5.96$), supporting H1. Study 2 replicated the main effect of angelic prime ($M_{Absent} = 4.81$, $M_{Present} = 5.39$, p = .003), and demonstrated that product purity mediated the relationship between angelic prime and healthfulness ($\beta = .27$, 95% CI = .10 to .48), supporting H2. Results of serial mediation analysis provided evidence that perceptions of healthfulness lead to positive downstream effects (purchase intention: $\beta = .08$, 95% CI = .02 to .17), supporting H3.

Study 3. Manipulation of angelic prime (p < .001) and purity (p < .001) was successful. Employing a between subjects ANOVA, significant main effects were found for angelic prime, and purity, and a significant interaction between angelic prime and purity cue was observed (F (1, 176) = 5.59, p = .019, $\eta^2 = .031$). Results showed that the effect of an angelic prime on healthfulness perceptions was significant *only* when a purity cue was absent (t = -4.29, p < .001, $M_{\text{Absent}} = 4.68$, $M_{\text{Present}} = 5.55$). When a purity cue was present, the observed effect attenuated, providing causal evidence that purity is the mechanism underlying the angelic-healthful effect (t = -.61, p = .544, $M_{\text{Absent}} = 5.45$, $M_{\text{Present}} = 5.61$). The effect of the interaction (angelic prime x purity cue) on purchase intention via perceived healthfulness was also examined, with a significant moderated mediated effect found ($\beta = -.66$, 95% CI =.-1.25 to -.12). The results of Study 3 provide additional support for H2 and H3.

Study 4. Manipulation of angelic prime (p = .004) and product virtuousness (p = .023) was successful. Significant main effects were found for angelic prime and product virtuousness. A significant interaction between angelic prime and purity cue was not observed (p = .525), eliminating fluency and the process underlying the angelic-healthful effect, supporting H4.

Implications for Theory and Practice

Findings of this research contribute to marketing literature and practice by demonstrating that angels can be used as a strategic advertising tactic to prime pure and healthful product attribute perceptions, and influence purchase intentions. We propose that using angelic symbols in advertising may have both advantageous and inadvertent detrimental outcomes. We show that

angelic symbols can be used by advertisers to promote and influence the consumption of virtue products. However, using angels in advertising can also influence health perceptions of vice products and may have long term undesirable effects on consumers and their well-being.

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Key characteristics distinguishing branded content digital video advertising

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Abstract:

Branded content defines an emerging format of digital video advertising that blends creative messaging and narrative storytelling. Merging entertainment and advertising, branded content creative executions are evolving in formats that differ to traditional television commercial characteristics. This study investigates the key creative characteristics associated with branded content advertising. A sample of 565 branded content digital video advertising executions was sourced from recent Clio advertising award entries. In addition to the duration of creative executions, entries were assessed on a campaign format variable reflecting the number and nature of single or multiple creative executions associated with the brand story. In total, significant differences are observed among the format of campaign creative and duration of videos. And, as compared to traditional television advertising formats, the vast majority of branded content digital videos offer longer engagement opportunities. The challenge, of course, is attracting audiences through creative storytelling.

Keywords: branded content, digital videos, advertising strategy

Introduction and Research Aim

Digital advertising has now surpassed television advertising expenditures, reflecting the shift in growing audience numbers online (Slefo, 2018). Millennials reportedly watch more online video now than traditional television (Fitzgerald, 2018). Chasing this audience trend, digital video advertising formats have now grown to 13.5% of total online expenditures (PwC, 2018).

Research indicates that advertising strategies for digital content need to be more engaging in comparison with creative approaches taken with traditional media (Truong, McColl & Kitchen, 2010). In the context of a digital media environment, advertisers are challenged to create ads that people want to see rather than consider as annoying interruptions (Russell, 2007; Dessart, 2018). Marc Pritchard, chief brand officer at one of the world's largest advertisers, Procter and Gamble (P&G), believes the future of online advertising is engaging content that combines the worlds of filmmaking and advertising (Blustein, 2019).

The convergence of advertising and entertainment is a concept referred to as 'branded entertainment' (Hudson & Hudson, 2006) and, similarly, 'branded content' (Horrigan, 2009). Branded entertainment formats are typically funded by the marketer and co-created with entertainment producers, blurring the line between the two mediums. The strategic purpose behind content creation is to showcase a specific brand. This type of creative content is considered the single biggest modern messaging shift merging the worlds of Madison Avenue and Hollywood (Russell, 2007).

With the advent of interactive advertising games and playable ads included in the broader context of branded entertainment (Hudson & Hudson, 2006; Russell, 2007), branded content is now defining the specific fusion of advertising and entertainment into one marketing communications format. Creative content is integrated into an organisation's overall brand strategy and intended to be distributed as entertainment content with an implicit branded quality (Horrigan, 2009). Reflecting early aspects of television advertising, the concept of sponsored creative content is not at all new. Many early television programs were sponsored by single advertisers. Creative strategies called for commercial messages to be blended into the programming of the shows (Fox 1984). In the early years of the television soap opera, advertising agencies often wrote both program content and creative ads (O'Barr, 2010).

A key to attracting audiences online is grabbing the attention of today's consumer and driving engagement through creative content and entertaining storytelling. The entertainment value of branded content is critical to attracting attention, and a good story is central to engaging audiences in mini-films. When consumers are absorbed by and appreciate the story, positive brand evaluations will be formed (Chen, 2015). Recent research among YouTube users found that entertaining or emotional ad appeals are more effective in increasing interaction with users as compared to rational brand appeals (Joa, Kim & Ha, 2018).

Thus, the aim of this study explores the developing format of branded content advertising. Specifically, this study seeks:

To identify and define the key creative characteristics shaping branded content advertising formats in the digital video medium.

This paper addresses two research questions in line with this aim:

RQ1: What creative execution elements are characteristic of branded content digital videos formats emerging in the online media environment?

RQ2: As compared to traditional television commercial lengths (i.e., :30 and :60 second

TVC's), how does duration of branded content advertising videos differ in the digital media environment?

Background and Conceptual Model

The digital media environment offers considerable scope and flexibility in creative executions (Sasser, Koslow & Riordan, 2007). Creative novelty and narrative storytelling are important tools in this cluttered media environment to engage selective audiences (Ang *et al.*, 2014). As compared to traditional television advertising, digital video creative strategies are employing a variety of different executional elements. This study examines key characteristics defining emerging branded content digital video advertising formats.

Method and Analysis

Seeking a reflection of recent and 'representative' branded content advertising, a sample of 565 award-winning executions was drawn from Clio advertising campaign entries starting in 2016 to current 2019. All entries are tagged in the category format of branded content. A variety of executional characteristics were assessed and coded, resulting in three key format variables; length (duration of execution), the Clio entry as an single execution or part of a campaign, and creative strategy in a campaign storyline – i.e., a campaign story portrayed as variations integrated across multiple executions versus a serial story executed as sequential 'episodes'.

Results, Discussion and Contributions

As would be anticipated, the majority of digital video durations are longer than traditional television advertising executions; 86.5% of executions were at least 90 seconds long, with the longest executions over 30 minutes. Sixty percent of executions were between 90 seconds and 4 minutes 30 seconds, with an overall average duration of 4 minutes 41 seconds. Clearly, the online media environment offers advertisers an opportunity for longer audience engagement.

The concept of advertising 'campaignability' in traditional media is defined by multiple executions of a long-term brand-building creative strategy. A core brand creative strategy is reinforced through 'refreshed' ideas and executions designed to 'surprise and delight' brand consumers (Vanhamme, 2000). Given some key characteristics of traditional television media, such as the economics of production, accumulation of effective exposure and cost of media placements, television campaigns tend to evolve over long periods of time. In the digital media environment, however, campaigns can be launched in a creative 'critical mass'. One strategy to attract online audiences is launching multiple creative execution stories that build interest and popularity. In this sample, 59% of executions – and trending upward ($\chi^2 p < 0.01$) – were multi-execution campaigns launched as a collection of creative executions; over four on average. The other 41% were run as single-execution feature videos.

However, among campaigns, there was a substantial difference observed in the execution of creative story elements. Multiple creative variants tend to be the shortest videos among all three formats with an average duration of 2:54. Serial episode campaigns, on the other hand, employed the longest video lengths of all three formats; slightly over 10 minutes on average. ANOVA analysis of observations across all three formats indicates significant differences in video lengths (F-value = 75.9, p < 0.01), indicating different creative strategies employed among the three executional formats. Clearly, as consumer viewing behaviours shift from traditional television to online video content, digital advertising strategies are adapting to the challenge of attracting audiences. The blend of advertising and entertainment expands the scope of creative opportunities available in the context of digital video branded content.

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Increasing food intake in residential aged-care with extrinsic food-cues

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Abstract:

Aged-care residents often suffer from malnutrition due to inadequate food intake, leading to health complications and increasing burden on public and private health care systems. The purpose of this paper is to investigate how manipulating extrinsic food-cues may help increase food consumption of aged-care residents. Drawing on Schema Congruity Theory, we tested three infographic cues with different levels of schema congruity (low, moderate and high). Low congruity performed the worst in increasing the propensity of food intake of the residents, as expected. However, moderate congruity performed better than high congruity. According to the theory, the moderate congruent message required more cognitive load and led to greater cognitive processing and more positive evaluation. By contrast, the high congruity message might be deemed more familiar and hence led to lower cognitive processing and evaluation. The findings have implications for the use of infographics to increase food-intake among elderly consumers in aged-care homes.

Keywords: aged-care, extrinsic food-cues, Schema Congruity Theory

Introduction

An aging population, like Australia's, places heavy demand on public and private health care (Beard et al., 2012). While residential aged-care is a popular option for the elderly, malnutrition from inadequate food consumption has led to illnesses with residents at such homes (Carrier et al., 2007, Sharma et al., 2016). This study draws on the Schema Congruity Theory (SCT) to investigate how extrinsic food-cues manipulations may increase food intake by elderly residents. As opposed to intrinsic food-cues which directly concern the chemistry and physics of the food (e.g. colour, taste and texture of the food etc.), extrinsic food-cues focus on elements, including dining occasion and experience (Spence and Piqueras-Fiszman, 2014, Michel et al., 2015, Stroebele and De Castro, 2004).

Conceptual Development

SCT advocates how different levels of schema (knowledge structures in humans' memories) affect an individual's information processing and evaluation of objects related to the schema (Mandler, 1982). Specifically, the theory posits that the degree of congruence between a stimulus and a schema activated by the stimulus will lead to different levels of cognitive processing. Under high congruity (i.e., when a stimuli object is highly relevant to the schema), superficial processing of the stimulus leads to minimal evaluation due to familiarity. In advertising research, high congruity is associated with persuasive messages that explicitly expresses the schema (Yoon, 2013). Moderate congruity contains partial mismatch, such that information processing and evaluation tend to be more elaborate in order to resolve the gap between moderately congruent information and the schema. In advertising research, moderate congruity is linked to creative messages that increase cognition load because the messages are implicit to the schema (Levin, 1996, Noseworthy et al., 2014). Finally, low congruity means the association of a stimulus object and schema is extremely weak or irrelevant, which may lead to negative outcomes for information processing and failure for linkage to evaluation. An irrelevant advertising message represents low congruity.

Drawing on the SCT, we hypothesise that among the three congruity levels, a moderately congruent message will lead to the most positive evaluation of the message and behavioural intentions suggested in the message. In the context of food intake in residential aged-care, we hypothesise that a moderately congruent extrinsic food-cue will be rated most positively in residents' evaluation of the message and intentions to consume more food indicated in the message.

Methodology

The study was conducted in a residential aged-care facility in Adelaide. We used an infographic card as the extrinsic food-cue. Infographic is an innovative and engaging medium to communicate information in a colourful and precise manner, which contain information and graphics to convey an idea or message, thus enriching an individual's understanding and ability to make decisions (McCrorie et al., 2016). The experiment was carried out on a day when fish was served for lunch, as part of a main course of fish and chips.

Prior to the main experiment, we conducted a pre-test (n=25) to determine which of six statements we had developed most represented moderate and high congruity (7-point scale). Based on the pre-test results, we chose the statement: "Fish is a good source of omega-3 fatty acids which are good for brain and heart health. In fact, fish contains about 10-20 times more omega-3 than beef" (M=4.2, SD=1.52) as the moderate-congruity (creative) message; "Eat more fish to reduce the risk of heart attack, stroke and brain related illnesses." (M=5.2, SD=1.3) high-congruity (persuasive) was the persuasive message. We used "Common grapes for making wine include varieties such as cabernet sauvignon, chardonnay and shiraz. But do know that there are over 10,000 varieties of wine grapes?" as the irrelevant or low-congruity message.

For the main experiment, creative cards were placed on tables where 19 residents ate the fish meal. Similarly, 19 residents saw the persuasive cards and 21 residents saw the irrelevant cards. The cards were placed on the dining tables prior to the residents entering the rooms. They were placed appropriately to ensure that every resident had the opportunity to view the cards. Towards the end of meal, the residents completed a 4-item questionnaire. Q1. Did you notice a card on the table about fish (when fish related infographics displayed)/varieties of wine grapes (when grapes card displayed) (Yes/No); Q2. Did the card prompt or encourage you to eat more fish during this meal? (Yes/No) Q3. Overall, how useful is the information to you? (5-point scale) Q4. Would you like to see more of such cards during meal-time? (Yes/No)

Findings and Discussion

We compared the three types of cards (creative cards, persuasive cards and irrelevant cards) with one-way ANOVA tests based on the four items in the questionnaire. The results showed that, in response to Q1, there was no significant difference between the cards in terms of whether residents noticed the card or not (creative cards (M=0.95), persuasive cards (M=1), while irrelevant cards (M=0.95), One-way ANOVA F(2,56)=2.48, p=.093).

For Q2, creative cards (M=0.74) were most likely to encourage and prompt residents to eat more fish, compared to persuasive cards (M=0.43) and irrelevant cards (M=0.05) (F(2,56)=26.63, p<.001). This result implies that a moderate congruent message was the most effective way to encourage residents' food intake. When designing infographics to encourage residents' food intake, organisations should utilise information that is creative yet relevant to the meal, in order to increase residents' propensity to eat more.

For Q3, residents claimed that the information on the creative infographic cards (M=4.11) was most useful to them compared to the persuasive cards (M=2.86) and irrelevant cards (M=3) (One-way ANOVA F (2, 56) = 4.4, p=.017). Thus, residents viewed the creative infographics as most useful.

For Q4, residents wanted to see more creative cards (M=0.74), than persuasive cards (M=0.57) and irrelevant cards (M=0.53) (F(2,56)=4.33, p=.018). It was obvious that residents were most interested in seeing more infographics that contained creative messages rather than any persuasive element or information that was irrelevant to what they were consuming during a meal.

Overall, this study supported the hypothesis that infographics that were moderately congruent were most effective towards residents' information processing and evaluation, which may lead them to increase food consumption. By contrast, infographics that were low in congruity and high in congruity were unlikely to elicit positive evaluation. A theoretical contribution is the use of SCT to study the effects of extrinsic food-cues. A key applied implication of this study is the effectiveness of extrinsic food-cue as a mechanism to increase food intake of the elderly consumers in aged-care homes. This may help reduce malnutrition in the aging population, and ultimately contributing to reduce the risks of illnesses due to inadequate food intake. In a wider

marketing perspective, marketers can use creative message that is moderate congruity as an effective element in their advertising campaign and product packaging for consumers' information process and product evaluation.

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Sponsorship and brand loyalty: A choice modelling experiment

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Abstract:

Increasing brand loyalty is a principal objective of companies, and they seek to achieve this by engaging in sports sponsorship activities. However, previous research has overlooked an examination of brand loyalty through the measurement of the price premium that fans are willing to pay for their favourite team's sponsor. This study addresses this gap by utilising the best worst discrete choice experiment. A total of 141 fans of an Australian soccer team, sponsored by Adidas, participated in this study. The results revealed that while highly identified fans are willing to pay a price premium for Adidas over Nike and Puma, non-highly identified fans are unwilling to pay a price premium over Nike. Academics and practitioners may benefit from the method used in this study.

Keywords: sponsorship, price premium, best-worst scaling.

Introduction and Research Aim

Previous research has found that sports sponsorship increases fans' loyalty toward sponsors' brands, especially among highly identified fans (i.e., very loyal fans) (Levin, Beasley, & Gamble, 2004). However, the majority of these studies have operationalised loyalty as a set of intentions to buy from/commit to sponsors' brands. Measuring brand loyalty by estimating the premium price that fans are willing to pay for a sponsors' brand has not been sufficiently examined. The few studies that have used the price premium as a measure for brand loyalty (e.g., Donlan, 2014) used Likert scales to measure the extent to which fans are willing to pay a price premium, but not the price premium itself. Additionally, fans were asked to indicate if they would be willing to pay a price premium for sponsors' brands without allowing them to specify how *much* more they would be willing to pay and without including any competing brands that they are supposed to compare against. According to Aaker (1996), price premium must be measured relative to clearly specified competitors. Aaker (1996) also suggested employing choice modelling methods to measure price premium.

Thus, through the use of the best worst discrete choice experiment (BWDCE), the aim of this study is: To examine the effects of sports sponsorship on brand loyalty by measuring the price premium that fans are willing to pay for sponsors' brands.

We address one research question in line with this aim: **RQ1:** Are highly and non-highly identified fans willing to pay a price premium for sponsors' brands?

Background

The causality between brand loyalty and price premium is well established in brand equity literature (e.g., Chaudhuri & Holbrook, 2001). The price premium was found to be an outcome of customer loyalty to a brand (e.g., Rauyruen, Miller, & Groth, 2009) and has been suggested as a robust measure of brand loyalty (Aaker, 1996).

However, previous research into the topic of sponsorship and brand loyalty has focused on the attitudinal perspective of brand loyalty, demonstrated by behavioural intentions (e.g., Mazodier & Merunka, 2012). Behavioural intentions may not be an accurate predictor of actual behaviour due to the intention–behaviour gap (e.g., Lee, Mjelde, Kim, & Lee, 2014). One cause of this gap is what is known as hypothetical bias, which results from the variations between hypothetical and real-life situations (Ajzen, Brown, & Carvajal, 2004). Previous research in this area has used simplistic rating scales to allow participants to indicate their loyalty to, or willingness to pay a price premium for, sponsors' brands without knowing the product, price, or some of the product's features. This means that fans give their answers in a completely hypothetical situation. However, an effective approach to minimize the magnitude of hypothetical bias is to employ a choice experiment method (Penn & Hu, 2018).

Methodology

The sample for this research consists of 141 fans of Melbourne Victory FC (MVC), an Australian soccer team that is sponsored by Adidas. The participants were recruited via a panel provider. For data assurance quality, the collected responses were screened for the duration of the survey and reviewed carefully. The survey of this study consists of two main elements: (1) a six-item team identification (Mael & Ashforth, 1992) on a seven-point Likert scale and (2) a BWDCE experiment. For the BWDCE task, a plain white T-shirt was selected for the attribute comparison. Three product attributes – namely, brand, price, and fabric—with three levels each were investigated. The brands investigated were Adidas, Nike, and Puma. Nike and Puma were included because this study is part of a larger research project that includes other Australian teams of which they are sponsors. The price levels are A\$35, A\$45, and A\$55. Finally, the fabric levels are 100% polyester, 100% cotton, and mixed

fabric (50% cotton and 50% polyester). The price range and levels of the fabric were based on similar products found on the websites of the three brands. However, we would like to draw the reader's attention to the fact that the price was included as a product attribute to allow for the calculation of the price premium. Nevertheless, the fabric was included to create more realistic product profiles.

A multinomial logit (MNL) regression was employed to estimate fans' preferences, allowing to calculate the price premium based on their marginal willingness to pay (mWTP). The qualitative attributes of brand and fabric were dummy coded. Adidas was the reference level for the brand attribute. Three MNL models were estimated for (1) the total sample, (2) highly identified fans, and (3) non-highly identified fans. The participants were divided into highly and non-highly identified fans based on their average score on the team-identification scale: Those who scored above the average were classified as highly identified; those equal to or below the average were considered non-highly identified.

Results

As Table 1 presents, the three estimated models have a good fit, as represented by McFadden's pseudo R-squared values. The results show the participant's preferences and mWTPs for Nike and Puma relative to Adidas. The premium price amounts that MVC fans are willing to pay for Adidas are reflected by their mWTPs for the two other brands. For example, the total sample is willing to pay A\$2.61 for Nike, thus indicating that the premium price the total sample is willing to pay for Adidas over Nike is A\$2.61. The non-significant coefficient for Nike in the non-highly identified group indicates that Adidas and Nike are equally preferable. Therefore, and we considered the mWTP for Nike to be zero, as advised by Hensher, Rose, and Greene (2005).

Table 1: Results of the MNL models

	Total sample $(n = 141)$			Highly identified $(n = 80)$			Non-identified $(n = 61)$		
Attribute	β	SE	mWTP	β	SE	mWTP	β	SE	mWTP
Price	-0.049**	.003		-0.041**	.004		-0.061**	.004	
Brands									
Nike cf Adidas	-0.123*	.053	-2.61	-0.233**	.070	-5.76	0.017	.083	0.00
Puma cf Adidas	-0.755**	.055	-15.51	-0.899**	.073	-22.21	-0.560**	.085	-9.25
Model fit	$Pseudo-R^2 = .18$		Pseu	Pseudo- $R^2 = .17$		Pseudo- $R^2 = .22$			

^{**, * ==&}gt; Significance at 1%, 5% level.

Discussion, Conclusion, and Implications

This study seeks to investigate the effects of sports sponsorship on brand loyalty by estimating the price premium that fans are willing to pay for sponsors' brands. The results showed that highly identified fans are willing to pay a price premium for the sponsor brand (Adidas) over other brands (Nike and Puma). Although the results of the non-highly identified group revealed that this group is not willing to pay a premium price for Adidas over Nike, these results do not convey bad news for Adidas. Nike is Australia's favourite sportswear brand and has been the leader in the Australian market for the past five years at least (Euromonitor International, 2018). Hence, when the non-highly identified group considered Adidas to be equal to Nike, this means the sponsorship between Adidas and MVC has improved their loyalty. This study is the first to use a choice modelling approach to investigate the effects of sports sponsorship on brand loyalty, demonstrated by price premium. Indeed, this study is the first study to measure the price premium in monetary values, a less ambiguous estimate, relative to competing brands. The approach that this study

used may provide some implications for researchers and practitioners. Future research should utilise the method employed here to investigate several topics, including sponsorship and brand equity. Sponsors may also use the method employed here to measure return on investment for their sponsorship deals.

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Poignancy increases consumer preferences for self-made products

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Abstract:

Retailers such as IKEA, Home Depot, and Build-a-Bear encourage consumers to 'make' their products rather than be passive recipients. While a growing literature has sought to understand 'why' consumers purchase self-made products, it provides limited insight into 'how' marketers and retailers can develop effective advertising and marketing communications to promote such products. Building on the functionalist framework of emotion, the present research explores the potential of a mixed emotional appeal—poignancy—that may be useful in this regard. Across five experimental studies (N = 1,302), this paper shows that poignancy enhances consumer preferences for self-made products. Notably, this effect is mediated by a fresh start mindset and openness to learning. In addition to having substantive practical implications to marketers in developing effective communication strategies, this research also offers a novel perspective on the downstream effect of mixed emotions.

Keywords: poignancy, self-made products, learning

Introduction

In this era of technological advancement, various companies are allowing consumers to be more involved as co-creators of the production process (Etgar, 2008; Haumann et al., 2015). Indeed, retailers such as IKEA, Home Depot, and Build-a-Bear encourage consumers to 'make' products rather than be passive recipients. Other brands (e.g., YouBar, NikeiD, CafePress, LEGO) also provide consumers the opportunity to design, customize, and purchase self-made products, including sneakers, t-shirts, protein bars, and toys. While a growing body of literature has sought to understand the antecedents of 'why' consumers prefer self-made products (Dahl & Moreau, 2007; Mochon, Norton, & Ariely, 2012), these studies provide limited insight into 'how' marketers can develop effective marketing communications to promote such products. Given the importance of emotions in marketing communications, the present research seeks to examine a mixed emotional appeal—poignancy—that may be useful to enhance consumer preferences for self-made products. Poignancy is defined as the mixed emotions arising from a meaningful ending or important life experience (e.g., graduation, moving-out, wedding) (Ersner-Hershfield et al., 2008).

Background

Three theoretical tenets are proposed to make the case for a poignancy effect on preferences for self-made products. The first tenet is associated with the fact that poignancy typically emerges during life transitions (Ersner-Hershfield et al., 2008; Williams & Aaker, 2002). Drawing upon the functionalist framework of emotion, poignancy may facilitate individuals to respond flexibly to changes during life transitions (Rothman & Melwani, 2017). In particular, this mixed emotional state indicates that individuals face the potential of losing something meaningful, while at the same time being happy about a new beginning. Thus, feeling poignant activates 'temporal landmarks' signaling the end of specific periods and the start of new periods. Accordingly, it can activate a mindset to 'start afresh' (i.e., fresh start mindset; Price et al., 2018).

The second tenet is associated with how the fresh start mindset can further motivate individuals to learn. Prior research has suggested that temporal landmarks weaken the psychological connection between past and current states (Dai, Milkman, & Riis, 2015). In other words, individuals with a fresh start mindset can disassociate their past and present selves through perceiving their current selves as superior to their past selves (Dai, Milkman, & Riis, 2014; Dai et al., 2015). Further, because individuals are motivated to preserve a coherent self-image (Winterich, Mittal, & Aquino, 2013), they need to accommodate their current states to uphold a favorable perception of their present selves, for instance by being open to learning (Rudd, Hildebrand, & Vohs, 2018).

The last tenet builds upon the relationship between learning and consumer preferences for selfmade products. Past research on creativity and experiential activities has investigated what motivates consumers to engage in such activities, such as needs for competence and autonomy (Dahl & Moreau, 2007; Mochon et al., 2012). However, learning has also been identified as an important reason for consumers to create and partake in experiential activities (Dahl & Moreau, 2007; Rudd et al., 2018). Indeed, the Craft and Hobby Association (2010) cites "I like to learn new things" as one of the top reasons crafters engage in their activities. Building on these findings, it is expected that consumers with high levels of openness to learning will prefer selfmade products. Therefore, the following hypotheses were presented.

H₁: The experience of poignancy increases consumer preferences for self-made products.

H₂: The effect of poignancy on preferences for self-made products is mediated by a fresh start mindset and openness to learning (a serial mediation).

Summary of Studies

Five experimental studies examining different products and contexts (N = 1,302) were used to test whether experiencing poignancy increases consumer preferences for self-made products (see Table 1, for a summary). Consistent with H1, participants experiencing poignancy reported a greater likelihood of purchasing self-made products (Studies 1 [N = 250] and 2 [N = 295]), were willing to pay more when a product was framed as having high (vs. low) self-made levels (Study 3 [N = 300]), exhibited stronger preferences for self-made activities (Study 4 [N = 257]), and were more likely to choose self-made gifts (Study 5 [N = 200]). While Studies 2-4 were conducted online using Amazon MTurk, Studies 1 and 5 were conducted during a graduation period among Malaysian students to highlight a natural setting of when poignancy would occur. Consistent with Hypothesis 2, the effects of poignancy on preferences for self-made products were mediated by a fresh start mindset and openness to learning (Studies 3-5), and tested by both 'measurement-of-mediation' (Study 3) and 'moderation-of-process' (Studies 4 and 5) approaches.

Study	DV Measure	Moderator	Emotion Conditions				
			Poignancy	Happiness			
1	Purchase Likelihood of Photo Frame (1-7 Scale)	Self-made Condition	5.07	4.28			
	Thous Traine (1-7 Ocale)	Premade Condition	4.41	4.49			
			Poignancy	Happiness	Sadness		
2	Purchase Likelihood of Furniture (1-7 Scale)	Self-made Condition	5.22	4.49	4.16		
	r uniture (1-7 Scale)	Premade Condition	4.45	4.52	4.54		
			Poignancy	Happiness	Sadness		
3	Willingness to Pay for Cake Mix (US\$)	High Self-made Level	7.50	4.40	4.47		
	Oake Mix (OOV)	Low Self-made Level	5.00	4.65	4.90		
	Number of Choice of		Poignancy	Neutral			
4	DIY Activities (Scale 0-	Heightened Fresh Start Mindset	3.52	3.66			
	5)	Control Condition	3.55	2.91			
	Probability of Choosing		High Poignancy	Low Poignancy			
5	Self-made Gift (Self- made [1] vs. premade	Heightened Openness to Learning	0.69	0.80			
	chocolate [0])	Control Condition	0.77	0.50			

Implications for Theory and Practice

These findings provide significant managerial implications by demonstrating a novel perspective on how a mixed emotional appeal, rather than purely positive or negative emotional appeal, can be more effective in increasing consumer preferences for self-made products. In addition to being of substantive interest to retailers and marketers in developing advertising and marketing communications, this research makes several theoretical contributions. Specifically, this research demonstrates a unique downstream effect of mixed emotions and establishes the underlying mechanism driving the emotion effect, as tested by theoretically grounded moderators and mediators.

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Celebrity investment in brands

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Abstract:

This research introduces celebrity investment (the devotion of time, effort, energy and/or money that a celebrity undertakes regarding a brand, with the expectation of a worthwhile result) as a key differentiating factor between celebrity endorsements and celebrity-brands. We demonstrate how varying levels of perceived investment influence consumer's attitudes and behavioural intentions. Across three experimental studies we establish that consumers perceive celebrities to have higher levels of investment within celebrity-brands when compared to endorsed brands. High investment is shown to lead to more positive attitudes and behavioural intentions. We also establish that celebrity investment is a stronger predictor of attitudes and intentions than source trustworthiness. This research has important implications for theory and practice by demonstrating that high investment leads to more positive attitudes towards the brand and an increased willingness to pay. It is suggested that celebrities should not only be invested in celebrity-brands, but also in endorsed brands.

Keywords: Investment, Celebrity-brands, Endorsement.

Introduction and Research Aim

Celebrities can have varying levels of investment when in an endorsement or celebrity-brand circumstance. In an endorsement situation, it is argued that celebrities are perceived as having low investment, as payment for an image transfer may be all that is required (Seno & Lukas, 2007). For celebrity-brands, a brand with a well-known celebrity name (Kowalczyk & Royne, 2013), celebrity investment can be perceived as being high. For example, Kim Kardashian-West is highly invested in her celebrity-brand KKW Beauty, as she has developed a scent of perfume from her favourite flowers, the bottles are moulded from her naked body and she actively promotes her brand on social media (Rosenstein, 2018). Although there is evidence of varying levels of celebrity investment, it is not known how investment affects consumers' attitudes and intentions. The aim of this research is to introduce the concept of celebrity investment and determine how investment effects consumer attitudes towards brands and their willingness to pay for products.

Background

Celebrity research primarily focuses upon celebrity endorsers, with the term referring to "any individual who enjoys public recognition, and then uses this recognition on behalf of another product by appearing with it in an advertisement" (McCracken, 1989, p. 310). Many celebrities, however, are using their fame and recognition to create and sell products under their own celebrity-brands (Kowalczyk & Royne, 2013). Despite a call for research into celebrity-brands (Keel & Nataraajan, 2012) little is known about consumers attitudes and behavioural intentions towards them, nor how these attitudes and intentions differ when compared to endorsed brands. Informal evidence suggests that while consumers primarily respond positively to endorsements, they may have stronger attitudes and intentions towards celebrity-brands. For example, *Puma* saw an increase in sales of 7.3% after using *Kylie Jenner* as an endorser (Hardy, 2016). The celebrity-brand Kylie Cosmetics, however, which began by selling twenty-nine dollar lipsticks, amassed four hundred and twenty million dollars in sales within just eighteen months (Mejia, 2017). Therefore, it is suggested that consumers will report more positive attitudes towards the brand and will be willing to pay higher prices for a product when exposed to a celebrity-brand in an advertisement, compared to an endorsed brand (H1).

In an endorsement situation, a celebrity appears with a product to positively influence consumers evaluations, feelings, attitudes and purchase intentions towards the endorsed brand (Belch & Belch, 2013). In a celebrity-brand situation, consumers may assume that a celebrity has invested themselves more substantially into the brand by committing more time, effort or energy (e.g. designing the products). Therefore, it is expected that consumers will perceive a difference in investment levels between endorsement and celebrity-brand situations. Research in psychology and management has demonstrated that the perceived investment of others (e.g. interest, involvement and enthusiasm (Harter, Schmidt, & Hayes, 2002; Menguc, Auh, Fisher, & Haddad, 2013) can have a positive effect on an individual's judgments. For example, high employee engagement can lead to positive reactions from consumers such as satisfaction and loyalty (Harter et al., 2002). It is, therefore, suggested that high investment will result in more positive attitudes towards the brand and an increased willingness to pay (H2).

Source trustworthiness refers to the attributes of dignity, believability, and honesty that the source (celebrity) possesses as observed by the consumer (Friedman, Termini, & Washington, 1976). In an endorsement situation consumers may be sceptical about the celebrity's claims regarding the product, as in most cases, they assume the celebrity has been paid to endorse the brand (Chung & Cho, 2017). In a celebrity-brand situation, it may be assumed that the celebrity has created the brand based upon their interests, and therefore, trustworthiness may be higher in a celebrity-brand situation. We suggest, however, that trustworthiness will be weaker in predicating consumer attitudes and behavioural intentions when compared to investment (H3).

Methodology

486 participants were recruited through a research panel company to participate in one of three experimental studies (Study 1, n= 165, Study 2, n=161, Study 3, n= 160). Study 1 used a between subjects design with participants randomly allocated to one of two experimental conditions (endorsement or celebrity-brand). Participants were shown an advertisement and asked to rate their attitudes and behavioural intentions. Study 2 used a between subjects design with participants randomly allocated to one of two conditions (same as Study 1). Participants were shown an advertisement, asked to rate their attitudes, behavioural intentions and celebrity investment. Study 3 used a between subjects design with participants randomly allocated to one of two conditions (same as Study 1 and 2). Participants were shown an advertisement, asked to rate their attitudes, behavioural intentions, investment and source trustworthiness. Celebrity investment was measured using a nine-item scale developed for this research and determined the celebrities perceived 1) time, 2) effort, 3) energy, 4) money, 5) contribution, 6) involvement, 7) interest, 8) commitment and 9) dedication to the brand. All other measures were adapted from prior literature: attitude towards the brand (Low & Lamb, 2000), willingness to pay (WTP) (Homburg, Koschate, & Hoyer, 2005), source trustworthiness (Ohanian, 1990).

Results

To test H1, an ANOVA was performed and showed that brand situation had a significant effect upon the dependant variables: attitude towards the brand (p=<0.001) and WTP (p=.007). The results suggest that consumers have more positive attitudes and behavioural intentions towards celebrity-brands, compared to endorsements, thus supporting H1 (Study 1). To test H2, the PROCESS macro bootstrapping procedure (n = 10000, Model 4; (Preacher, Rucker, & Hayes, 2007)) was employed. Results showed that brand situation was a positive and significant predictor of investment, and investment was a positive and significant predictor of attitude towards the brand and WTP. When considering the mediating role of investment, the 95% bootstrapped confidence interval for the indirect effect of brand situation on attitude towards the brand ($\beta = .37, 95\%$ CI = .18 to .59) and WTP ($\beta = .36, 95\%$ CI = .14 to .64), did not include zero, demonstrating a significant mediating effect, H2 was supported (Study 2). To compare the mediating effect of source trustworthiness and celebrity investment on attitudes and intentions (H3) PROCESS was again employed. A contrast of indirect effects demonstrated that the inclusion of investment as a mediator, when compared to trustworthiness as a mediator, resulted in significantly stronger indirect effects (attitude towards the brand β = .41, 95% CI = .03. to .75. WTP β = .37, 95% CI = .07 to .72), supporting H3 (Study 3).

Implications for Theory and Practice

This research introduced the concept of celebrity investment to explain consumers different attitudes and behavioural intentions towards endorsements and celebrity-brands. Theoretically we have provided a definition and nine-item scale for celebrity investment, while also contributing to the limited celebrity-brand literature. Our results also have significant implications for practitioners by demonstrating that consumers respond more positively to brands with perceived high investment. These results suggest that celebrities should not only be invested in their own celebrity-brands, but also invested in endorsed brands.

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When does social media eWOM influence consumer behaviours?

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Abstract:

Despite growing research interest into the influence of social media on customer engagement (CE), extant literature fails to offer much insight into how online postings interact to influence CE. Using data collected from 543 subjects through a 2 (eWOM valence: positive vs negative) x 3 (nature of comment: supportive vs. advisory vs. critical) between-subject factorial design vignette experiment, this study offers insights into how a focal customer's eWOM and other customers' comments interact to influence CE. The results show that focal customers with positive eWOM are more likely to undertake both passive and active CE behaviors than those with negative eWOM irrespective of the nature of other customers' comments. The findings also show that both passive and active CE behaviors is affected by focal customers' cultural orientation with collectivists more likely to undertake CE behaviors than individualists.

Keywords: eWOM, customer engagement, cultural orientation

Introduction and Research Question

In a recent qualitative study, Izogo and Jayawardhena (2018a) made several interesting observations. First, that when a focal customer posts her/his experiences (i.e. consumer review also called electronic word of mouth [eWOM] in this article) about a firm on the social media, other customers who have equally experienced that same firm comment on such posts by venting their own dissatisfaction or recounting their satisfaction, while others (who previously had a positive experience) may rise in defense of the firm when the post/review is negative. Second, it was observed that no level of persuasion from fellow customers or the firm can make up for a bad service. As interesting as these observations appear, it is yet to be validated through quantitative empirical techniques and does not show how positive and negative reviews converge or diverge in their effects on consumer behavior across cultures. This is so even though cultural orientation research posits that the reception of information is influenced by the target's individualistic or collectivistic identities (Arnold & Thompson, 2005). Contrary to Izogo and Jayawardhena (2018a) however, research shows that a focal customer's behaviors can be influenced by the opinions of other customers (see Liang & Corkindale, 2016; Chu & Kim, 2012). Yet, another research stream that indicates that negative information weighs greater than equally extreme positive information abounds (Wu, 2013). These varying theoretical stances trigger an important question: When does the combined effect of other customers' comments and a focal customer's eWOM influence the focal customer's behaviors amongst collectivistic vs individualistic consumers? Unravelling this question will deepen our understanding of eWOM especially the conditions under which it influences consumers to undertake engagement behaviors in the social media across cultures.

Background and Conceptual Model

eWOM which can be positive or negative (that is review valence) is created by consumers who have previously experienced the products or services of a firm (Kaplan & Haenlein, 2010). eWOM created in the social media can attract other consumers' comments which can be supportive, advisory, or critical. We propose that these interactive experiences will differentially trigger passive and active engagement behaviors of consumers with varying cultural identities. Customer engagement (CE) is the extent to which a customer participates in and connects with a firm's offerings and activities (Vivek, Beatty & Morgan, 2012). Passive engagement transpires when the customer merely observes the activities in online communities while active engagement includes helping other customers, liking comments, and making comments (Kunz et al. 2017). Given that social media presents consumers with opportunities to interact and realize their quest for group recognition (Izogo & Jayawardhena, 2018b) whilst collectivistic consumers are more likely to be influenced by marketing stimuli including social media communications than individualists (Frank, Enkawa & Schvaneveldt, 2015), a case can be made that the effects proposed above may likely differ across collectivistic and individualistic consumers.

Methodology

This study utilized a 2 (eWOM valence: positive vs. negative) x 3 (nature of comment: supportive vs. advisory vs. critical) between-subject factorial experimental design involving student subjects recruited from a Nigerian university (collectivistic consumers) and a South African university (individualistic consumers). Subjects were randomly exposed to one of the six experimental scenarios. All the experimental manipulations were effective. A reliability assessment of the scales through Cronbach alpha clearly indicates excellent internal consistency (i.e. $\alpha = 0.82$, and 0.89 for passive engagement, and active engagement respectively). Our analysis which is based on 543 subjects (55.4% female; $M_{age} = 21.75$, SD =2.94) was conducted with a multivariate ANOVA.

Results

Results of a multivariate ANOVA show that collectivists are more likely to undertake CE than individualists: passive engagement [$M_{collectivists} = 3.92$, SE = 0.08, 95% CI: 3.76, 4.08 vs. $M_{individualists} = 3.45$, SE = 0.06, 95% CI: 3.34, 3.56; F(1, 543) = 22.35, p < 0.001, $\omega^2 = 0.04$] and active engagement [$M_{collectivists} = 3.29$, SE = 0.08, 95% CI: 3.14, 3.44 vs. $M_{individualists} = 2.74$, SE = 0.05, 95% CI: 2.64, 2.85; F(1, 543) = 34.37, p < 0.001, $\omega^2 = 0.06$]. Also, an omnibus multivariate ANOVA indicates that passive engagement [F(5, 543) = 16.36, p < 0.001, $\omega^2 = 0.13$] and active engagement [F(5, 543) = 45.69, p < 0.001, $\omega^2 = 0.30$] were significantly different for the experimental conditions. Multiple group comparison tests indicate that participants who were exposed to positive review accompanied by either supportive, advisory or critical comments were more likely to undertake CE than those who were exposed to negative review accompanied by either supportive, advisory, or critical comments (p < 0.001).

Implications for theory and practice

This study makes significant contributions to theory on eWOM and its influence on consumer behavior. Firstly, the study shows that the interaction of a focal customer's eWOM with other customer's comments does not always influence CE. Secondly, the study goes further to demonstrate when the combined effect of customers comments is likely to influence focal customer's engagement behaviors. The results specifically show that focal customers with positive postings are unlikely to be influenced by the nature of other customers' comments. Lastly, the study illuminates how the effect of the interaction between focal customers eWOM and other customers comments on CE differs across cultures.

For practitioners, the study offers insights useful to understanding the influence of social media eWOM on CE behaviors. Firstly, it is important for managers to recognize the influence of focal customer's positive brand experience. While some customers may share comments that are contradictory, the positive experience of a focal customer, reflected through positive eWOM posted on brand social media pages, makes them less prone to have their level of CE negatively influenced. Thus, brands should encourage happy customers to share their experiences in the social media while also ensuring that it delivers consistent positive experiences because positive experiences is what triggers positive eWOM. Secondly, practitioners need to recognize that culture could influence the interactive influence of customer's social media comments on CE. The findings particularly point to the need for practitioners to consider cultural differences in understanding CE.

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Social sponsorships in sport: Context and potential

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Abstract:

The purpose of this paper is to examine the role that social sponsorship plays in the context of the Scottish football industry with a specific focus on identifying the potential for further growth in this area. Using a qualitative approach, personal in-depth interviews were conducted with Scottish football club executives, the Scottish football governing body, existing sponsors and a sports sponsorship agency. The findings indicated that Corporate Social Responsibility in Scottish football was mostly community-based. In the context of social sponsorships the results highlighted that expansion in this specific area of sports sponsorship is possible going forward. The respondents generally were positive about the benefit associated with social sponsorships such as keeping commercial assets for monetisation, maintaining a strong presence in the community with relatively low risk. Positive perceptions within the community can help the industry to offset many of the negative views expressed by fans about the sport.

Keywords: social responsibility, sport

Social Sponsorships in Sport: Context and Potential

Social sponsorships are increasingly used by organisations to recognise their Corporate Social Responsibility (CSR) objectives. The aim of this paper is to explore the potential opportunities for growth in this area using the Scottish Premier League as the unit of analysis. CSR's importance as a credible marketing tool has risen over the past twenty years (Crampton and Patten, 2007), becoming a popular method of promotion with corporations supporting social causes through sponsorship known as social sponsorships (Simmons and Becker-Olsen, 2006).

Plewa and Quester (2011) believe sponsorship's contribution to CSR remains underresearched. Often, companies increase their commitments and interests in social sponsorships as a result of CSR programmes (Simmons and Becker-Olsen, 2006; Madill and O'Reilly, 2010). Literature within social sponsorship is sparse compared to other sponsorship areas and its key attributes lack definitions (Madill and O'Reilly, 2010).

Social sport sponsorships are in an embryonic stage of development and further research is needed to better understand their benefits (Plewa et al., 2016; Peloza and Shang, 2011). Social sponsorships do have benefits in a sporting context. Conceptually, Plewa and Quester (2011) discovered social sport sponsorships brought both internal and external benefits. Internally, staff motivation, satisfaction and employee retention improve from involvement with social causes relating to sport. Externally, consumer satisfaction, consumer purchases and consumer retention were also increased. This contradicts Grohs and Reisinger's (2014) view that brand benefits cannot be achieved from social sponsorships. In order to address the aim of this paper we set the following objectives:

- 1. To understand the relevance of social sponsorships
- 2. To assess the adoption of social sponsorship in the context of the Scottish Premier League
- 3. To examine the views and perceptions of key stakeholders in the Scottish Premier League with respect to social sponsorships.

Methodology

Fifteen semi-structured interviews were conducted with a range of key stakeholders involved in the Scottish Premier League football industry. They included three CEO's of Scottish Premier Football League (SPFL) clubs: one CEEO of the charitable arm of an SPFL club: four CEO's of existing sponsors: one CEO of a sports sponsorship agency: 2 senior executives (including the CEO) of the Governing body of the SPFL and two senior executives from one club who are directly involved in commercial sponsorship and community and partnership projects. The interviews were transcribed verbatim and analysed using the qualitative software package NVivo12 as a data management tool. NVivo software supports qualitative research and can analyse the data using powerful search, query and visualization tools designed to integrate data coding with qualitative linking, shaping and modelling. The main benefits of semi-structured interviews is that researchers can move far beyond 'snapshots' of 'what' or 'how many' to probing questions relating to 'how' and 'why' type of questions and explore links between phenomena and real life settings (Miles and Huberman, 1994).

Discussion and conclusion

Findings revealed variation in the context of how the stakeholders perceive CSR. One sponsor suggested that "CSR was too narrow, it focused on charitable issues . . . the reason that we now focus on sustainability is that in order to be a sustainable business, in order to survive, you need to be mindful of the communities which you operate in". This view differed from findings in the literature in which Dahlsrud (2008) identified five dimensions of CSR, none of which identified a specifically charitable dimension. However, this provides further justification for the view that CSR's meaning is currently ill-defined (Green and Peloza, 2011; Okoye, 2009). One respondent supported the authors' views suggesting this inability to clearly define CSR may ultimately prove problematic for CSR as a concept (Okoye, 2009; Sheehy, 2014; D'Aprile and Mannarini, 2012).

Interviews with club CEO's highlighted the significance of social sponsorships in Scottish football. The findings oppose the view of Grohs et al (2004) and Grohs and Reisinger (2014) that sport sponsorships contrast social sponsorships as they are deemed purely commercial. This research indicates the existence of non-commercial football sponsorships. Some sponsors indicated they engage in social sponsorship such as paying for groups of school-children to attend football games in exchange for a charity logo to be displayed on the back of players' shirts. Some sponsors indicated that they did not seek any commercial benefits: one sponsor stated that it was a betting company and did not want its name associated with such social sponsorships for fear of attracting negative publicity.

Implications for theory and practice

To make themselves attractive to potential sponsoring companies, it is recommended that football clubs identify and articulate their values clearly, placing a strong emphasis on the local community, as this will support alignment to sponsors' values. Clubs could create video presentations outlining their values to sponsors, along with footage displaying the work they are doing in community projects. To increase social sponsorships, the governing bodies in Scottish football (the SPFL and the SFA) could assist clubs. This could be achieved by providing a 'community handbook' to member clubs, identifying the CSR-related community work which has enabled clubs to gain sponsorship, along with the method and considerations required for entering into such sponsorships. Similarly, the SPFL could facilitate a workshop explaining the benefits of social sponsorships and how to implement these, via presentation material easily developed from the findings of this research.

Social media could be better used for sponsorships, addressing the sponsorship 'activation' issue identified. Clubs could increase engagement through their official Twitter accounts, by encouraging fans to 'Tweet' pictures of themselves at the stadium, tagging the sponsor in this Tweet and following the sponsor's official account in return for a signed shirt.

Our paper highlights the potential for further growth in the area of social sponsorships. In elite sports such as football, clubs and governing bodies are constantly criticised for putting too much focus on monetizing revenue streams from areas such as sponsorship. The *winds of change* suggest that the stakeholders involved are looking to social sponsorship as an avenue for addressing broader CSR objectives. Social sponsorship initiatives can combine effectively with more traditional commercial objectives.

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How effective are retargeting ads?

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Abstract:

Although nowadays people tend to avoid advertising, retargeting has proven to be a very successful method for bringing back consumers and help them on their final decision. However, research on attention to retargeted campaigns have been scarce. In the current study, a longitudinal experiment was used to study participants reactions to different types of advertising — retargeted, targeted and generic —and how retargeted adverts impact their intention to revisit the website, purchase and recommend. An eye-tracker measured attention to the different types of advertising and emotions were measured as mediators. This study shows that retargeted advertising gets higher levels of attention than the other two types of ads. Also, it was possible to understand that retargeted advertising has a positive direct relationship with intention to revisit, and a positive indirect relationship with intention to purchase and intention to recommend, both mediated by intention to revisit.

Keywords: Attention, Retargeting, Intention to Purchase, Intention to Revisit, Intention to Recommend.

Introduction and Research Aim

Retargeting (or remarketing) consists on advertising directly to consumers that already visited the brands' website or e-store (Bleier & Eisenbeiss, 2015). These types of campaigns have a positive effect in website visits (Sahni et al., 2016) because they target consumers with messages from brands that they are more likely to be interested in (Lambrecht & Tucker, 2013). Although retargeting has been widely studied about its effectiveness (Lambrecht & Tucker, 2013; Bleier & Eisenbeiss, 2015; Johnson et al., 2016), the study of attention to such Ads and how emotions play a role have not been yet considered. Therefore, the aim of this study is to study if different types of digital advertising banners (generic, targeted and retargeted) get significantly different levels of attention from participants and if those differences affect purchase intention and intention to revisit the website. We intend to address two research questions in line with this aim: **RQ1:** Are retargeting campaigns more capable of capturing attention and positive emotions than generic and targeted campaigns? **RQ2:** Does attention to retargeting campaigns affect intention to revisit and intention to purchase?

Background and/or Conceptual Model

Two key elements are used. The first -attention- is conceptualized as a mental operation that prioritizes information by speeding the cognitive process (Rosbergen et al., 1997). Pieters and Warlop (1999) define visual attention as a process that decreases the time that takes to process a certain event (Pieters & Wedel, 2004). The second –emotions- are defined as complex reactions to stimuli (Dormann, 2003) that can be divided into positive or negative (Koshkaki & Solhi, 2016). Emotions motivate purchases, particularly when time is limited (Shiv & Fedhorikhin, 1999) and might occur driven by two different brain structures capable of arising somatic states: the amygdala and the ventromedial prefrontal cortex (Bechara and Damasio, 2005). Three variables are considered as behavioural responses: intention to purchase (Dodds et al., 1991), to revisit (Anderson & Srinivasan, 2003) and to recommend (Keiningham et al., 2007). Taken all together, here we hypothesized that retargeted campaigns – because they include information related to previous experiences – tend to have higher levels of attention than the other types: H1: Retarget campaigns get more attention than other types (H1a targeted and H1b general) of campaigns. Regarding emotional attributes influence on attention and on how adverts are perceived (Pieters and Wedel, 2004), the following hypotheses emerge: H2: Retargeted campaigns induce higher levels of arousal than other types (H2a targeted and H2b general) of campaigns; H3: Retargeted campaigns induce higher levels of positive pleasure than other types (H3a targeted and H3b general) of campaigns. Attention is a major factor in digital communication information reception (Lambrecht & Tucker, 2013) and so we argue that attention positively influences intention to revisit and purchase. H4: Attention to retargeted campaigns positively influences intention to revisit; H5: Attention to retargeted campaigns positively influences intention to purchase. Past studies have been analysing the correlation between pleasure and intentions (e.g., Babin et al., 1994; Mattila & Wirtz, 2001). Thus: **H6**: Pleasure positively influences intention to revisit in retargeted campaigns; H7: Pleasure positively influences intention to purchase in retargeted campaigns; H8: Pleasure positively influences intention to recommend in retargeted campaigns. Finally, intention to recommend and to purchase are associated to intention to revisit (e.g., Keiningham et al., 2007; Kabadayi & Gupta, 2011): **H9**: Intention to recommend is positively influenced by intention to revisit website when influenced by a retargeting campaign; H10: Intention to purchase is positively influenced by intention to revisit website when influenced by a retargeting campaign.

Methodology

On the first day, participants arrived and fulfilled the consent form. Then, they had up to 30 minutes to travel through a website made especially for the study: "Smart Phoning". The

website showed what the company had to offer, and allowed participants to choose the smartphone they were most likely to purchase (considering that they had financial resources to buy any of them). The first day experiment was concluded when the chosen smartphone was put in the website cart. On the second day the eye-tracking device was put on the participant's head and calibrated on the researcher's computer, using D-lab software. Then, they read 3 blog articles, each blog followed by one survey, and in the end a final survey. The three blog articles were created for the purpose of the experiment, based on real contemporary news or opinion articles. In the middle of each blog article, there was a different digital banner. In the middle of the first article there was a generic banner – from a brand that was unknown to participants. In the middle of the second article there was a targeted banner – from the brand of the website they visited on the first day experiment. In the middle of the third article there was a retargeted banner – from the brand of the website they visited on the first day experiment, but also with the smartphone they chose as the one they were more likely to purchase (here each participant saw the smartphone they chose). After reading a blog article, participants filled in a survey. In the end, from the 33 valid questionnaires, there are 19 from males and 14 from females, all aged between 18 and 28 years old.

Results and/or Discussion and Contributions

A Friedman test ($\chi^2(33,2)=19.71$, p<.01) followed by a post-hoc test showed significant differences in attention level (measured by total glance time) between retargeting ads (Mean Rank=2.62) and targeted ads (Mean Rank=1.61), p<.01 and between retargeting ads and generic ads (Mean Rank=1.77), p<.01). Using PLS-SEM (SmartPLS 3.0), it is possible to understand that all hypotheses are supported, except H5, H6, H7 and H8. Although Johnson et al. (2017) propose a direct correlation between attention and intention to purchase, this study indicates that intention to revisit may act as a mediator. Hence, one may claim that attention plays a big role on convincing customers to revisit a website they already visited before (Moriguchi et al., 2016) – therefore indirectly increasing the intention to end up purchasing the product that caught their eye in the first place. A similar assumption can be made regarding the relationship between attention and intention to recommend. Truong and Simmons (2010) suggest that retargeting advertising gets less negative impact on people's perception than other types of advertising. The fact that a positive indirect relationship can be assumed between attention and intention to recommend supports Truong and Simmons' (2010) theory. Not only participants gave more attention to retargeted advertising, but also they showed positive predisposition to revisit, purchase and recommend. Concerning arousal and pleasure, this study find no clear evidence that there is a significant relationship between them and the behavioural variables. Yet, Pieters and Wedel (2004) claim about emotions as part of the top-down factors for attention – personal experience and emotional attributes towards brands, products or adverts. Emotions are also considered a major influence on decision-making (Koshkaki & Solhi, 2016), particularly when time is limited (Shiv & Fedhorikhin, 1999) and prioritizing is needed (Damasio, 1994).

Implications for Theory and Practice

People seem to spend a significantly higher amount of time looking at retargeting banners than targeted or generic banners. As a marketing manager, using such strategies may translate into an increase on the amount of people that return to the website or even finish a purchase. Although people tend to show a negative response towards advertising (Cho & Cheon, 2004), apparently retargeting advertising reduces the level of the negative impact — which may reduce the negative impact on brand perception, based on a relation proposed by Truong and Simmons (2010). Using an eye-tracking experiment complemented with emotional mediators, we confirm that retargeted Ads can indeed have a relevant role in the future of Marketing practice.

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Mobile promotions: Balancing personalization and privacy

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Abstract:

This study analysed the trade-off between consumers' information privacy concerns and personalization benefits in the context of mobile promotions. The study uses a mixed method design. We conducted four focus groups (n = 22, four generations) as well as interviews (n = 16, four generations) with German consumers. We are currently running a scenario-based online-experiment to test the developed conceptual model. The first insights from the two qualitative studies implied rather negative perceptions of personalization strategies across all generations due to intrusiveness, lack of trust and restriction of autonomy. Nevertheless, younger generations were willing to consider the aforementioned trade-off. Furthermore, we identified the most critical personalization strategies (e.g. behavorial and geographical targeting) and prioritized them according to the consumers' perceptions. Thereby, we seek to answer the Marketing Science Institute's call for research on integrated, real-time experiences in context and offer managerial insights on how to choose appropriate personalization strategies.

Keywords: Mobile promotions, personalization technologies, privacy paradox.

Introduction and Research Aim

Mobile promotions are becoming increasingly important for marketers (Andrews, Luo, Fang, & Ghose, 2015). Sending personalized promotions anywhere at any time to consumers is related to higher response rates as the advertisement delivers more relevant content (Limpf & Voorveld, 2015). However, eventually, there might be 'too much of a good thing' and the usage of highly personal information may be perceived as intrusive and invading personal privacy (Grewal, Bart, Spann, & Zubcsek, 2016). While research on consumer information privacy concerns focuses on the online environment (for an overview see Martin & Murphy, 2017), little empirical research has focused on the mobile environment (Limpf & Voorveld, 2015). Hence, there is a distinct research gap related to consumers' responses and potential privacy concerns because of different personalization strategies in the mobile marketing context.

The aim of this study is to analyse the trade-off between consumers' information privacy concerns and personalization benefits in the context of mobile promotions.

We address three research questions in line with this aim:

RQ1: How do consumers react to different personalization strategies used for mobile promotions?

RQ2: Which value do different personalization strategies offer to consumers and firms in the context of mobile promotions?

RQ3: What drives consumer information privacy concerns in the mobile marketing context?

Background and/or Conceptual Model

Personalized mobile promotions can be defined as promotional messages sent to mobile devices that use information about the consumer(s) and/or the situation (based on Andrews, Goehring, Hui, Pancras, & Thornswood, 2016; Xu, 2007). Previous research has demonstrated mostly positive impacts of personalized mobile promotions on consumer behavior (Danaher, Smith, Ranasinghe, & Danaher, 2015; Luo, Andrews, Fang, & Phang, 2014). One explanation for the positive effects of personalization is the self-reference effect (Rogers, Kuiper, & Kirker, 1977): Personalized messages, that are related to the self (e.g. name), stimulate higher levels of attention for the message to be delivered.

However, consumers may experience discomfort resulting from 'too' personalized mobile promotions due to privacy concerns (Baek & Morimoto, 2012), leading to e.g. lower purchase intention (Dolnicar & Jordaan, 2007; Schlosser, White, & Lloyd, 2006) and lower service usage (Schumann, von Wangenheim, & Groene, 2014). Our focus is on the psychology of consumer information privacy, that is "control of the dissemination and use of consumer information including, but not limited to demographic, [purchase] history, and personal profile information." (Martin & Murphy, 2017, p. 136). Two theoretical perspectives help to understand this negative effect: First, the Persuasion Knowledge Model (Friestad & Wright, 1994) helps to explain how consumers use advertising attempts to refine their attitudes towards a company's products, services or the company itself. Eventually, personalized mobile promotions may lead to a detachment, as soon as personalization is 'too much'. Second, the Psychological Reactance Theory (J. W Brehm, 1966; J. W. Brehm & Brehm, 1981) explains how and why people resist unwanted advertising persuasion, assuming that people believe to possess behavioral and cognitive freedoms. When consumers perceive low or no control over unwanted or unexpected commercial information, this may result in irritation (Milne & Rohm, 2004; Morimoto & Chang, 2006).

Methodology

The study uses a mixed method design. We conducted four focus groups (n = 22, four generations) as well as interviews (n = 16, four generations) with German consumers. We use purposive sampling (Roller & Lavrakas, 2015) for both qualitative methods by distinguishing for different generations (Baby Boomers, Generation X, Y and Z), assuming differences regarding reactions to personalized mobile promotions and privacy concerns (Bolton et al., 2013). The aim of both qualitative studies is to identify different personalization strategies and consumers reactions to them as well as their combination within the mobile context and to gain insights about drivers of the consumers' information privacy concerns. Based on the interviews, a more in-depth discussion of selected personalization strategies was possible to rank them. We are currently running a scenario-based online-experiment to test the developed conceptual model and to measure the individual and combined effect of personalization strategies on consumers' attitude (e.g. coupon redemption intention).

Results and/or Discussion and Contributions

First insights from the two qualitative studies implied rather negative perceptions of personalization strategies across all generations. The scepticism was mainly due to the perception of intrusiveness, lack of trust and restriction of autonomy, when a promotion is coming without being asked for and being too personal. Further, consumers feel tempted to buy a certain product and/or service and are thus not able to make their own decisions. Nevertheless, especially younger generations were willing to consider the trade-off between personalization benefits and privacy concerns. The benefits mentioned relate to a feeling of appreciation if the consumer is approached personally via a personalized mobile promotion. Additionally, personalized mobile promotions were seen as useful if they fit perfectly to the consumers' needs, i.e. including relevant product and adequate timing. Comparing the personalization strategies, we ranked them according to the consumers' perceptions. Certain personalization strategies such as using the name are perceived as nothing special any more. Behavioural personalization strategies are partially accepted, yet interviewees complain about repetitive offers of already purchased products. Especially situation-centric strategies, such as GPS-targeting, are perceived as intrusive.

We contribute to current research by addressing the research gap related to consumers' responses and potential consumer information privacy concerns because of personalization strategies in mobile marketing. The study differentiates between the role of individual and combined personalization strategies for consumers' reactions to mobile promotions. Thereby, we expect to derive a counterintuitive negative effect for a combination of too many personalization strategies (interaction effect). Further, our study analyses privacy concerns in the mobile marketing context, while previous research focused on the online context.

Implications for Theory and Practice

With our study, we seek to answer the Marketing Science Institute's call for research on "integrated, real-time, relevant experiences in context" (Marketing Science Institute, 2016). We look at the role of personalization in human-technology interfaces such as mobile promotions, addressing the privacy paradox and its impact on attitudinal measures of purchase responses, explicitly distinguishing between generations. Marketing practitioners can benefit from insights on the perception of different personalization strategies as well as their combination. Thereby, marketers learn not to choose personalization strategies for mobile promotions independently, but rather to consider potential interaction effects. Further, marketers are provided with a comprehensive list of factors that affect consumer information privacy concerns to be able to address them early.

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Let us give thanks: How gratitude and message framing can reduce food waste

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Abstract:

Food waste is a major burden on the planet. However, advertising campaigns to reduce food waste have mostly focused on cognitive aspects of selection and consumption. However, evidence suggests emotional, rather than cognitive, advertising appeals may be a fruitful avenue for reducing food waste. As such, the current study employed a positive emotion (gratitude) as a message component to effect behavioural change. Across three experiments, findings demonstrate when messages evoking gratitude 'for having' food are paired with loss framed implications (increased environmental damage) likelihood for food waste decreases. By contrast, likelihood for food waste decreases when messages evoking gratitude 'for not having' hunger are paired with gain framed implications (less environmental damage). Importantly, processing fluency is the mechanism that activates this 'match-up' effect. This research builds on current theory involving food waste and behaviour change, and presents social marketers with additional tools with which to effect related behaviour change.

Keywords: Advertising, food waste, framing effects

Predicting review helpfulness with linguistics

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Abstract:

Although studies have examined helpfulness of online reviews, research is limited with regard to the role of linguistic markers in predicting review helpfulness. In contrast to previous research that have examined commercial online review sites, this is the first study that compares the effect of linguistic markers on review helpfulness across a commercial (Amazon) and a community (Library Thing) online review platform. The results show that review readers penalise unprofessional and disingenuous reviews on commercial online review platforms, and hence, reviews are less likely to get a review helpfulness rating. On community online review platforms, however, review readers reward longer, thoughtful and emotionally laden reviews written in formal language. These insights can help the managers of review platforms better understand the mechanism behind review helpfulness ratings. Hence, based on these insights, review platforms can set guidelines for their members on how to write reviews, which would strengthen the platform's overall reputation.

Keywords: Review helpfulness, community review platform, linguistic analysis,

Introduction and Research Aim

Online reviews play an important role in influencing consumers' online purchases (Chatterjee, 2001; Mudambi & Schuff, 2010; Zhu & Zhang, 2010). Due to their large numbers, the effectiveness of online reviews is limited, and hence, review helpfulness ratings help customers identify the best reviews (Ghose & Ipeirotis, 2010). Review helpfulness represents the persuasive effect of a review for the review reader (Zhang, Craciun, & Shin, 2010), which, ultimately helps people cope with information overload (Cao, Duan and Gan, 2011), and impacts product sales (Cao, Duan and Gan, 201; Wu, 2017). Most researchers have studied review helpfulness by using data from commercial online review platforms such as Amazon (Chatterjee, 2001; Mudambi & Schuff 2010; Wu, 2017; Weathers, Swain and Grover, 2015), this is the first research that predicts review helpfulness using linguistic markers across a commercial (Amazon) and a community (LibraryThing) platform. The aim of this study is: *To examine the effect of linguistic markers - in addition to non-linguistic features - on review helpfulness*.

We address two research questions in line with this aim:

RQ1: What is the relative effect of linguistic markers in comparison to non-linguistic ones in influencing review helpfulness?

RQ2: How similar or different are these effects across the two platforms?

Background and/or Conceptual Model

Researchers have explored the role of review rating, review age, and the number of followers of review writers in predicting review helpfulness (Cao, Guan and Dan, 2011; Moore, 2015; Weathers, Swain, & Grover, 2015; Pan & Zhang, 2011; Wu. 2017; Yin, Bond, & Zhang, 2014). Although review length, review age and review rating has been proven to influence review helpfulness (Duan, Gu and Whinston, 2008, Chen & Xie, 2008), only few studies examined linguistic variables in predicting review helpfulness (e.g. Ngo-Ye and Shiha 2014).

Current literature on reviews only focusses on commercial online review platforms (CORP) as the place for potential consumers to exchange opinions with the purpose of encouraging purchase decisions (Brynjolfsson & Smith, 2000). In contrast, there is lack of research on community review platforms (CYORP) that aim to promote social relationships among members based on a wide range of common interests (Brown, Broderick, & Lee, 2007). Members on CYORP write reviews to express themselves and achieve higher social status through competing with other members within the community (Newman, 2008). Review readers, however, aim to understand review writers' personal experiences on CYORP, whereas on CORP, readers aim to assess the credibility of the reviews (Chen, Dhanasobhon, & Smith, 2008) and reduce uncertainty of the purchase (Mudambi & Schuff, 2010) through product quality-and user experience-related information (Brynjolfsson & Smith, 2000).

Based on the above, we propose a number of similarities across both (CYORP and CORP) platforms that should contribute to review readers' helpfulness ratings. In particular, older reviews (i.e. review age), longer and more comprehensive expressions (i.e. review length and sentence length) are likely to have a positive effect on review helpfulness ratings. Furthermore, formal expression - defined as higher levels of prepositions and lower levels of common verbs and non-fluencies (e.g. Er, hm, umm) (Li, Cheng, and Graesser 2015) - is likely to persuade review readers to give a higher helpfulness rating. Although this effect is likely to occur on CORP due to the commercial nature of the platform and the heterogeneity of its members, on CYORP members want to manage their image through their more formal and eloquent writing. In terms of differences, since review readers on CYORP are interested in understanding review writers' personal experiences, we expect that emotional (positive and negative emotions) as

well as well-formulated, insightful and logical (i.e. insight and cause) reviews would lead to higher review helpfulness ratings on CYORP, but not on CORP. Furthermore, on CORP, since readers aim to reduce uncertainty of the purchase (Mudambi & Schuff, 2010) through product quality- and user experience-related information (Brynjolfsson & Smith, 2000), review ratings should have a positive impact on review helpfulness, whereas on CYORP, we expect review ratings to play a minimal to no role in predicting review helpfulness.

Methodology

This research uses review data on books from Amazon (CORP) and LibraryThing (CYORP), which we accessed through a publicly available database (He and McAuley 2016). Considering the objective of our study to compare reviews, we created a subset of the two datasets with books that appeared in both datasets and those with a minimum of five reviews. Hence, we retained 2,889 and 1,980 reviews for Amazon and LibraryThing, respectively. We used Linguistic Inquiry and Word Count (LIWC) (Pennebaker, Boyd, Jordan and Blackburn, 2015) to create the linguistic markers. LIWC calculates the proportions of word types in relation to all words in a given review text. We employed logistic regression to model the effects of nonlinguistic (review length, age and rating) and linguistic markers (words per sentence, positive and negative emotional words, insight and causal words, prepositions, non-fluencies and verbs.)

Results, Discussion and Contributions

The logistic regression revealed that, as expected, review age, length and word-per sentence have a significant positive effect on review helpfulness rating in both platforms. Furthermore, while review rating showed no effect on CYORP, interestingly, it had a negative effect on helpfulness on CORP. This negative effect indicates that the higher the rating is the readers are likely to become suspicious or disingenuous regarding the motives of the writer, which makes it less likely for the reader to give a review helpfulness rating. We also found that using emotional and cognitive language had a significant effect in influencing review helpfulness on CYORP. In particular, higher levels of negative emotion and insight words and lower levels of positive emotions lead to higher helpfulness rating, on CYORP whereas cognitive and emotive words have no significant effect on helpfulness on CORP. Finally, in terms of formality, the presence of preposition (i.e. formality) shows a positive effect on CYORP, whereas the presence of verbs (i.e. low formality) shows a negative effect on CORP on review helpfulness. This means that while review readers "reward" high formality on CYORP, they punish low formality on CORP.

Implications for Theory and Practice

Overall, while longer and older reviews are likely to generate higher review helpfulness on both platforms there are two interesting phenomena that differentiates as to why review readers give helpfulness ratings. First, reviews that are not professional (based on its expression) or look disingenuous (due to its high rating) are punished in CORPs by review readers and are less likely to get a review helpfulness rating. On CYORP, however, review readers reward comprehensive (longer), thoughtful (i.e. insightful) and emotionally-laden (more negative and less positive) reviews written in formal language. These insights can help the managers of review platforms better understand the mechanism behind review helpfulness ratings. Hence, based on these insights, review platforms can set guidelines for and educate their members on how to write reviews, which - through an increased helpfulness rating - would strengthen the platform's overall reputation. Finally, this is the first study that examined the effect of linguistic markers on review helpfulness ratings across a commercial and a community platform.

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Assessing consumer preferences for online streaming services

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Abstract:

Online streaming revolution is now in full swing. TV's biggest shows are no longer on free-toair networks, but often on streaming services such as Netflix and Amazon Prime Video. Since television is the largest advertising medium, there is significant value in understanding consumer preferences for online streaming services. This study aims to compare consumer preferences in program viewing behaviour between free-to air and streaming television. An online survey of Australian television viewers was undertaken which included a discrete choice experiment comparing programs and attributes in relation to free-to-air and streaming television. The results show important differences in program viewing behaviour. Consumers prefer to watch streaming television for entertainment content such as movies and watch freeto-air television for news and live events. Consistent with the unified theory of acceptance and use of technology, consumers' intention to watch streaming television is significantly influenced by perceived usefulness, facilitating conditions, and entertainment factors.

Keywords: Streaming Services, Advertising Media, Use of Technology

Religiosity, recognition and donation: An Indonesian context

Felix Septianto, University of Auckland Fandy Tjiptono*, Victoria University of Wellington Widya Paramita, Gadjah Mada University

Abstract:

While past research has demonstrated the religiosity-prosociality relationship, there is limited understanding on how marketers can develop effective charitable advertising strategies, especially among non-Western contexts. Using an experimental study, this paper investigates the interactive effects of religiosity and recognition in encouraging likelihood to donate among consumers in Indonesia, a highly religious and generous country. Results show that recognition increases the likelihood to donate among consumers with high level of extrinsic but low level of intrinsic religiosity. The research provides a novel perspective on how marketers can employ recognition in charitable advertising to encourage charitable behaviour among consumers with distinct levels of intrinsic and extrinsic religiosity.

Keywords: religiosity, recognition, donation.

Using EEG to assess emotional appeal advertisements

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Abstract:

Despite millions of dollars invested into social advertisements that aim to prevent drink driving, the evidence base relies predominantly on self-reported questionnaires which are limited severely by social desirability bias. This research aims to advance understanding of social advertising effectiveness by using electroencephalography (EEG) to generate additional insight into the electrical activity of participants' brains during exposure to a positive and negative anti-drink driving social advertisement. A total of 28 Australians aged 18-25 were recruited for this experiment to record the role of attention, working memory and emotion during exposure. The findings suggest lower working memory activity along with a significant reduction in attention suggesting limited participant emotion during the negative social advertisement. Participants exposed to the positive social advertisement did not demonstrate a significant drop in attention. Future research using a greater sample size and multimodal methods is warranted to arrive at a more generalisable conclusion.

Keywords: Neuromarketing, electroencephalography (EEG), social advertisements

Introduction and Background

Driving 'under the influence' is a significant cause of avoidable death and injury. In Australia, approximately 17% of fatalities on the road are alcohol or drug related, males contributing to 74% (World Health Organisation, 2018). Young adults are at particular risk, with 40% consuming alcohol at a level that results in moderate to high risk of short-term harm (Adhikari, Batts and Harrold 2010). Despite millions of dollars invested into social advertisement campaigns (Department of Finance, 2017), the literature shows mixed results of their effectiveness. A possible explanation for these inconsistencies may be that most studies rely on data obtained through self-reported questionnaires which are limited severely by social desirability bias (Neeley & Cronley, 2004). This research aims to advance social advertising evaluation practices moving beyond previous evaluation limitations to generate additional insights into consumer information processing using electroencephalography (EEG) (Gordon, Ciorciari, & Laer, 2018). Among the techniques used in social advertisements to induce behaviour change are emotional appeals (Dix & Marchegiani, 2013); messages that are presumably more persuasive than rational appeals (Terblanche-Smit & Terblanche, 2010). Therefore, this study measures the electrical activity of the brain during a randomised exposure to either a positive or negative anti-drink driving social advertisement. Specifically, this study investigates brain activity of attention, working memory and emotion to investigate participant responses to both stimuli.

Methodology and Procedure

The EEG study involved recording brain responses to an emotionally positive and negative social advertising stimuli. These videos were selected for comparison as they had similar narrative structures; beginning with an exposition to the scene, a rise in conflict or concern, followed by a resolute message. A total of 28 Australians aged 18-25 (21% female) were recruited at a University campus and invited to participate in the 60-minute experiment. This convenience sample was randomly assigned to one of the social advertisements. All project participants provided written informed consent and ethical approval was granted by the University. Given decision making behaviours are often associated with frontal lobe activity, three primary cognitive domains were of interest for this study: *attention*, *working memory* and *emotion*. Consumer *attention* can be defined as the viewer's degree of focused concentration on the story by measuring alpha band activity in frontal electrodes (Kong, Zhao, Hu, Vecchiato,

& Babiloni, 2013). Working memory is concerned with the manipulation and interpretation of information (Diamond, 2013). It may be identified by recording theta band activity in frontal electrodes (Vecchiato, et al., 2010). An emotion may refer to any individual's brief experience characterised by elevated levels of either pleasure or displeasure (Cabanac, 2002). Emotions can be associated with simultaneous significance in alpha and theta bands in the frontal regions (Sauseng, Klimesch, Schabus, & Doppelmayr, 2005). Thus, the EEG data were averaged over frequency bands of interest: theta (4-8Hz), low-alpha (8-10Hz) and high-alpha (10-15Hz); and the frontal regions of interest: F3 and F4. The EEG data was recorded continuously from a 19-electrode cap arranged in the 10-20 international system, using iWorx hardware and LabScribe3 software. EEG data analysis was conducted at the sensor level and analysed using statistical parametric mapping (SPM v12). Data was filtered and montaged based on average electrode activity, following eye-blink removal using identified activity patterns of the Fp2 electrode.

Results and Discussion

Each advertisement was partitioned into key narrative segments determined by differing emotional themes of the narrative. *Figure 1* illustrates a frequency power analysis of the overall

activity in frontal components (F3 and F4) five seconds before and after the 'collision' event in the negative video. In this scene, participants were confronted with the immediate aftermath of a car accident resulting in death. An examination of the frequencies before the collision shows relatively low levels of high alpha and minimal changes to theta bands. This may be explained with participants having just begun their exposure to the stimuli and are undergoing visual and auditory sensory processing.

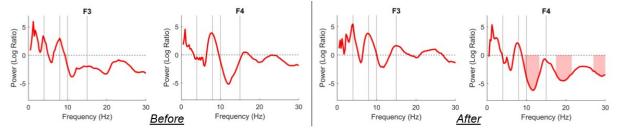


Figure 1: Frequency power analysis of frontal lobe activity

However, participants experience a significant fall in activity in high alpha bands at component F4 post 'collision'. This significant decrease in alpha activity suggests participants withdrew their *attentional* focus from the stimuli. Interestingly, this occurs in the right hemisphere where significant activity generally indicates the processing of negative effects (Jones & Fox, 1992). Demographics of the convenience sample (79% males) may explain the significance of attention drop evident at the onset of the 'collision' segment of the advertisement. Previous research suggests that male drivers are less likely to be influenced by negative emotional appeals in advertising than female drivers (Lennon, Rentfro, & O'Leary, 2010) which is supported by this study's findings. Similar studies have revealed fear appeal advertisement evoking anger and resistance to the proposed behaviour (Brennan & Binney, 2010) particularly if the message does not resolve with a positive emotion (e.g. hope or relief) (Nabi, 2015). Moreover, a consistency of non-significant changes to theta band power before and after the 'collision' event suggests participants did not engage in conscious interpretation of information through their working memory systems. The absence of participant working memory and drop of attention suggests that this narrative event in the advertisement fails to significantly engage viewer emotion. Conversely, participants viewing the positive video recorded higher alpha powers in frontal regions relative to baseline than the negative video. The results show no significant loss of participant attention in the positive video stimuli.

Implications and Limitations

This study provides an important contribution to how positive and negative social advertising stimuli affect brain activity in consumers. The findings raise initial concerns for negative emotional appeals in social advertisements, particularly when targeting young males. It is important to note that findings are preliminary and additional experiments and complementary physiological measurements such with a larger sample, electrocardiography (ECG) and galvanic skin response (GSR) results to obtain a more complete picture of drivers of change will be undertaken. Finally, further research collecting additional longitudinal data may provide an understanding of mechanisms linked with change outcomes.

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Is hyperactivity always good for sponsors?

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Abstract:

Companies use sponsorships to build brand equity, but can multiple sponsorships be harmful for a brand? To address this question, the current research examined the impact of the omnipresence of a sponsor in a category of events (sports) on consumers' responses to the sponsorship. Studies revealed that a higher perceived ubiquity of the sponsor has positive impact on the attitude toward the sponsor, the interest for the sponsor, the probability to use the sponsor's product, the global evaluation of the sponsorship and the perceived congruence between the sponsor and the sponsee. Also, the authors explored the moderating role of identification with the sponsee on the impact of perceived ubiquity to demonstrate the detrimental effect for highly identified consumers. Results showed that people who are highly attached to the sponsee will respond less positively to the perceived congruence between the two partners. The findings have theoretical and managerial implications.

Keywords: Sponsorship, Omnipresence, Identification

Introduction and Research Aim

In recent years, the growth in sponsoring has been prompted by an increased number of companies joining the playing field, but more strikingly, by several brands that decided to build an aggressive sponsorship program to conquer consumers and to increase their spending. For instance, Red Bull is now omnipresent in a variety of sports and cultural events internationally. Their sponsorship activities range from a variety of sports like mountain biking, BMX and Formula 1 Racing to diverse sport teams and specific athletes. This wide coverage across a multitude of sports and entertainment businesses positions companies like Red Bull as key players on the sponsoring market and often as a reference in the consumers' mind.

In the academic literature, the majority of the research has been done on single sponsorship studies. Authors have usually analyzed the impact of sponsorship on consumers' cognitive, affective and behavioral responses (Cornell, 2008; Gwinner & Eaton, 1999; Johar & Pham, 1999) and focused on the critical role of fit and congruence between the sponsor and the sponsee (or event) to assess the success of sponsorship activities. Interestingly enough, despite the growing presence and spending of several companies across a variety of events, the omnipresence of sponsors has rarely been investigated. This aim of this research is to examine this gap by examining the impact of the ubiquity of sponsors on consumers' responses. Indeed, this project will investigate if the ubiquity of a sponsor can hinder or improve sponsorship objectives for a given company.

Background and/or Conceptual Model

Sponsorship has been defined as "an investment, in cash or in kind, in an activity in return for access to the exploitable commercial potential associated with that activity." (Meenaghan, 1991: 36). Sponsorships can help to accomplish different marketing goals such as brand recall (Bennett, 1999), brand awareness (Johar & Pham, 1999), purchase intentions (McDaniel, 1999) and increasing brand image among consumers (Cornwell et al., 2001; Gwinner & Eaton, 1999; Keller, 1993).

The majority of the studies on sponsorships have been done in the context of a single sponsorship. In majority, researchers have examined the impact of a sponsor on a specified event. The notion of multiple sponsorships has received limited attention from academics over the year. Some authors have investigated the effects of multiple sponsors on a specific event. Carrillat et al. (2005) found that multiple sponsorship engagements do not seem to have negative influence on consumers' attitudes and purchase intentions. However, the examination of consumers' responses to multiple sponsorships from the same sponsor to diverse events and teams has not yet been clearly examined.

Ubiquity is often described as the intense and multiple presence of a sponsor across several sponsorship activities (Speed & Thompson, 2000). This (potentially overwhelming) presence puts this given sponsor in a unique position. Several kinds of ubiquity can be involved in sponsorships' contexts. To start with, one can consider ubiquity in the sense of the omnipresence of a sponsor in a specific category, for example, a sponsor could be intensively present in the domain of sport or culture. The impact of ubiquity could also be analysed in a specific sport. For example, participants could be asked about the presence of the specific sponsor in football. Finally, ubiquity could be studied from the perspective of many companies involved in the same product category (for example: insurance companies or gambling properties in Europe) that are sponsors across different sports. In this article, the authors will focus on the ubiquity of a sponsor across several categories of sports and will study the impact of this ubiquity on consumers' responses toward the sponsor.

Methodology

We test our predictions in two studies gauging consumer response to the omnipresence of a sponsor in a category of events. The omnipresence of the sponsor is measured (study 1) or manipulated (study 2). In the first study, the survey was administered at the entrance of a regular season, professional, soccer game in the premier league in France (Ligue 1) and used the mall-intercept method. A team of interviewers (10) approached potential respondents all around the stadium before they enter the security perimeter, starting before the gates opened and stopping 30 minutes before kick-off, to avoid time pressure to answer the 4 pages questionnaire. Respondents who accepted to participate were asked to complete a survey dealing with team related questions. A total of 230 questionnaires were completed. Of these, 10 incomplete questionnaires were eliminated, leaving 220 questionnaires for further analysis.

In the second study, 240 North American participants were recruited to participate into an online survey. Subjects completed questionnaires regarding their opinions about the sponsorship program. This experiment was a 2 (Level of ubiquity: Low vs. High) X 2 (Type of ubiquity: Same category vs. Different category) X 2 (Identification: low vs. high).

Results and/or Discussion and Contributions

This work addresses the impact of the important exposure of sponsors in their multiple sponsorship arrangements. Several findings emerge from this study. First, similar to past research on mere exposure effect, the results indicate that the perceived ubiquity of the sponsors has positive effects on consumers' affective responses toward the sponsor. Multiple presences as a sponsor for different sporting events appear to have beneficial effects on consumers' attitude, global evaluation of the sponsorship and perceived congruence between the sponsor and the sponsee.

Secondly, one major factor related to the sponsee moderate this positive association. As hypothesized, the effect of perceived ubiquity on perceived congruence between the sponsor and the sponsee depends on consumers' identification toward the sponsee. At a high level of perceived ubiquity, there seems to be a clash between the image that they have of the team and their perception of the sponsor. Their unique relationship with the team and their important knowledge of the organization make their evaluation of the perceived congruence to be lower. As stated earlier, highly attached people see their favorite team to be special and the perceived ubiquity of the sponsor conflicts with this vision of uniqueness. Also, this perceived ubiquity lead these fans (highly attached to the brand/team) to question the sincerity of the sponsor and the real motivation of the sponsor. These results suggest that ubiquitous sponsors seem to produce more effective results with people who are less attached or identified to the team.

Implications for Theory and Practice

From a managerial perspective, those results could lead to revaluate marketers' strategies in terms of sponsorships. The findings suggest there is an interaction between the perceived ubiquity and consumers' cognitive and affective responses. Further, it validates that more exposures through multiple sponsorships create better affective responses from consumers. Therefore, managers could use diverse sponsorships in the same category (in this case: sports) to increase consumers' attitude, interest, and intention to use their products. However, they will have to find ways to make highly attached consumers feel unique about their specific sponsorship to avoid negative perceptions of those extremely important fans. Different strategies like interrelations with players and fans directly could allow a more exclusive relationship with fans to counterbalance some of the perceptions that they have.

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Assessing consumer engagement on social media

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Abstract:

Social marketers have been increasingly incorporating social media into social marketing programs to create engagement with target audiences. Social media have demonstrated to be effective channels for increasing informational and emotional support, and provide opportunities for consumers to seek help, express themselves creatively, and share private experiences. Despite the benefits of using social media to create engagement in social marketing programs, scholars have highlighted a lack of knowledge on managing engagement on social media and identified the need for more evidence-based practical approach to social media use in social marketing. Addressing that gap, this netnographic study was conducted to explore consumers' engagement with using a large Facebook community group as a sample. This study develops a new framework for measuring customer engagement on social media.

Keywords: Consumer engagement, social marketing, social media

Introduction

Social marketing programs have been employed to successfully address a variety of public health and social well-being issues, such as harm caused by alcohol consumption (Kubacki, Rundle-Thiele, Schuster, Wessels, & Gruneklee, 2015), physical inactivity Deshpande, & Bonates 2016) and unhealthy eating habits (Carins & Rundle- Thiele, 2014). Further, over the past decade, social marketers have been increasingly relying on digital tools such as social media to create engagement with target audiences (Shawky, Kubacki, Dietrich, & Weaven, 2019). Research has demonstrated that social media in social marketing programs were effective channels for increasing informational and emotional support (Bannor, Asare, & Bawole, 2017; Chen & Shi, 2015) and are perceived to be more effective in embedding behavioural change messages in the lives of customers than traditional media (Luxton, June, & Fairall, 2012; Westberg, Stavros, Smith, Munro, & Argus, 2018). Engagement opportunities provided by social media encourage peer-to-peer discussions through establishing supportive online communities in which consumers can seek help and express their experiences, while establishing enduring relationships with customers that recognises them as partners to social marketing organisations (Shawky et al., 2019). Despite the numerous benefits of employing social media to create engagement in social marketing programs, scholars have highlighted a lack of knowledge on how to classify and manage engagement on social media (James, Albrecht, Litchfield, & Weishaar, 2013; Neiger et al., 2012, 2013). Research has identified the need for more evidence-based approach to codify engagement on social media use in social marketing programs (Overbey, Jaykus, & Chapman, 2017). In response to that need, and building on our recent exploratory research into a customer engagement framework four levels: connection, interaction, loyalty and advocacy (Sashi, 2012; authors' names withheld to ensure anonymity during the review process), this study examines the applicability of the four-levels customer engagement framework in a social marketing context.

Method

This netnographic study focuses on consumer engagement within a single social issue Facebook community group. The Egyptian revolution of 2011 demonstrated opportunities for large-scale mobilisation provided by social media and used by activists to initiate and maintain mass protests (Coulson, 2013). The associated drastic increase in numbers of social media users in Egypt - which accounted for 10.73 million users of Facebook alone as of June 2012 (Rashid, 2019) - grabbed the attention of various organisations seeking to harness social media's potential to implement economic, social and health reforms (Tadros, 2013, 2015), including a rapidly growing number of women empowerment social initiatives. "Women Egypt" Facebook of(https://www.facebook.com/thewomenofegypt/) was selected as a site for this study because it has the highest number of followers among all women empowerment initiatives in Egypt, with 428,559 followers, and a total of 2,618 posts and 62,230 comments as of 10 June 2019. The organisation, founded in 2016, is a non-for-profit initiative that is highly acclaimed for creating engagement via social media in issues that are hindering women's growth (Enghusen, 2018; Hassan, 2017). After observing the community between January 2018 and June 2019, an initial sample of 10 days (20-30 September 2018) was selected to examine 78 posts and 1,181 comments and codify data to the four level framework: connection, interaction, loyalty and advocacy.

Findings

Connection represents the first level of engagement behaviour and includes all forms of one-way communication in which consumers encounter social media messages for the first

time yet elect not to participate in any form of interaction or feedback. Therefore, connection can be measured through the number of views, reach and clicks. The initial analysis shows that the highest number of reach, and clicks achieved by "Women of Egypt" were 71,097 and 16,793, respectively, in relation to posts associated with two infographics that presented statistics about discrimination against women in different fields in Egypt. In contrast, the lowest reach and clicks were 21,638 and 4,332, respectively, in relation to two posts that included direct links to the page website.

Interaction represents a higher level of engagement than connection and is a two-way form of communication between different social media users and/or the organisation. Interaction can be measured by different forms of feedback, including the number of likes, emojis, inbox messages, comments, likes on comments and replies to comments. The highest number of likes (1.4K) and comments (157) were associated with two posts that included a photo and text narrating real-life stories of women showcasing educational content using social media to benefit others. Overall, the posts that included positive and inspiring social examples encouraged more intensive and positive interactions between users.

Loyalty represents a higher level of engagement than connection and interaction, as it involves repeat interactions between users over a period of time. Lovalty can be measured by the number of users who interact with the organisation more than once over a period of time. Through monitoring the usernames, one user (user 2) interacted with four different posts that were posted between 28 and 30 September, while another user (user 3) interacted with three different posts (number 11, 23, 25) that were posted between 26 and 29 September.

Advocacy represents the highest level of engagement, in which users willingly contribute to the success of the organisation, advocating internally (initiating and co- creating communication within the same community) or externally (sharing messages with actors outside the community) through e-WOM, tagging others, sharing posts, or writing testimonials; advocacy can be measured by the number of internal advocacy activities or the number of external advocacy. In the "Women of Egypt" community, the highest and the lowest number of shares where associated with the same posts that caused the highest and lowest number of reach and clicks (see *Connection*), which emphasises the significance of advocacy in reaching out to other users outside the social marketers' network.

Conclusion

This netnographic study examines the applicability of the four-level customer engagement framework in a context of a social marketing initiative focusing on a large Facebook community page. The initial application of the four levels, namely connection, interaction, loyalty and advocacy, and their respective measures has indicated that the framework can be used to identify and codify practical differences between the levels of engagement. Further quantitative and qualitative data analysis will be conducted using an extended sample of one month to explore in greater depth the impact of different type of content (e.g. format: text, photo, video; emotional appeal; topic) on the level of engagement with the message. Currently the study is limited by the ten-day data set and a single Facebook community page used to identify and explore the measures associated with each stage.

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Media said she has undergone cosmetic surgery

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Abstract:

This research investigates males' reactions toward advertisements portraying female advertising models who have undergone cosmetic surgery, and also the influences of media information on male's perceptions of cosmetic surgery on a female advertising model's face. Two empirical studies were conducted. The results confirm that males can detect surgery changes on models' faces. However, perceived cosmetic surgery does not create any negative consequences, such as lower perceived model attractiveness. Additionally, the media information significantly influences males' perceived cosmetic surgery in the condition of claiming that the models underwent surgery only. Conversely, claiming no surgery on models' faces does not affect males' perception, but it provides benefit to the models as the models are perceived to be more attractive, which portraying attractive models is important to increase advertising effectiveness. The details of the academic, managerial and societal implications are discussed in the paper.

Keywords: cosmetic surgery, female advertising model, media influences

Introduction and Research Aim

Research findings show that attractive models are perceived to be trustworthy, desirable, and aspirational (Joseph, 1982); have greater social influence (Debevec, Madden, & Kernan, 1986); and are associated with other positive characteristics (Perlini, Bertolissi, & Lind, 1999). Therefore, advertisers often portray female advertising models for a wide variety of products, especially beauty related advertisements (Reichert, Childers, and Reid (2012). The role of advertising model is even more important when consumers have less knowledge about relevant product categories as they more often evaluate the products based on portrayed advertising models (Phau & Lum, 2000). The perception towards advertising model may even be of increased relevance in this gift-giving context, as purchasing gifts for others involves greater consideration than buying the same product that is used for the self (Belk, 1982) due to higher perceived social risk and lower perceived financial risk (Vincent & Zikmund, 1976). Although males may be highly involved in purchasing gifts for females, they are arguably less knowledgeable about the relevant product categories, such as beauty enhancing products.

The results of physical attractiveness gained from cosmetic surgery (CS) might be different. Even if people perceive others with CS changes as attractive, there are various negative stereotypes connected to CS, such as "unnatural" and "fake" (Tam, Ng, Kim, Yeung, & Cheung, 2012). With the contradicting findings of positive consumer reactions to attractive female advertising models (e.g., Joseph, 1982; Liu & Brock, 2011) versus the negative perceptions towards people with CS changes (e.g., Delinsky, 2005; Tam et al., 2012), investigations into males' reactions towards Female Advertising Models who Underwent Cosmetic Surgery (FAMUCS) are necessary. Furthermore, there is much media reporting claiming that many female advertising models have undergone CS (e.g., CNN iReport, 2013; Helmer, 2017).

Thereby the main aim of this research is to investigate the effect of media claim on male consumers' beliefs and reactions to the portrayed female advertising models. The three research questions are: **RQ1:** Do male consumers can detect CS changes on the female advertising models' faces? **RQ2:** How news and media reports on CS influences males' perceptions of female advertising models? **RQ3:** How male consumers react to FAMUCS?

Methodology and Results

Study 1: Study 1 explores, *n*=195, male consumers' ability to detect CS changes on models' faces and reactions to perceived model attractiveness. One photo of FAM (female advertising model who has not undergone cosmetic surgery) and one photo of a FAMUCS, with the same perceived attractiveness, were used in the same print advertisement platform to advertise an artificial facial cream product and brand. We found that 35.42% of participants perceived CS changes on the FAM's face; conversely, 67.68% of participants perceived CS changes on the FAMUCS's face. However, the perception of CS in female advertising models did not influence how they perceived model attractiveness.

Study 2: This study investigates the effects of media-information on the participants' perceptions of CS on the models' faces. One photo of a female model from another paper's pretest was used as participants. Three different media information conditions were included in the between-subjects design: (1) told nothing, (2) told NO CS, and (3) told YES CS, *n*=298.

The news information on CS underwent by the model influences the perceived CS changes on the model's face. In the condition with news media claiming that the model has undergone CS,

the perceived CS on the model's face significantly increased to 61.62%, compared to 42.00% in the non-information group. In the condition with the claim that the model has not undergone CS, the perceived CS is reduced to 31.31%, but this does not differ significantly to the noninformation condition. This suggests negative information about CS in the media has more impact than positive information, i.e., suggesting that the model has not undergone CS. This result is supported by the agenda setting theory which suggests that the information presented in the news media influences people's opinions (Dixon, Warne, Scully, Dobbinson, & Wakefield, 2014), especially with negative information where there is perceived to be more emotional involvement (Wu & Coleman, 2009).

The results show that CS-perceptions do not significantly influence perceived model attractiveness. The research reported Tam et al. (2012) shows that people are not concerned about attractiveness from CS in opposite sex, if they do not intend to form a romantic or marital relationships with that person. In case of advertising, males may not consider them to be their potential partners.

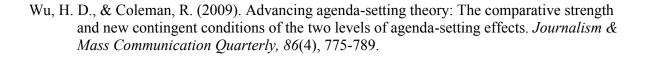
The media information suggesting no CS changes does not significantly reduce perceived CS on the model's face. However, this information does enhance perceived model attractiveness significantly. As a post-hoc explanation for this unexpected finding, we suggest that claiming no CS results in a positive halo effect on perceived model attractiveness. On the other hand, claiming CS changes information increases the perceived CS on the model's face, but does not significantly affect perceived model attractiveness. The reasons behind the contradictory results need to be investigated further.

Overall, our studies found that model attractiveness raises the positive attitudes towards the advertisement, which in turn produces positive product evaluation and leads to higher purchase intention. This result is in line with various previous reports about the benefit of model attractiveness (e.g., Joseph, 1982; Lynch & Schuler, 1994).

Implications for Theory and Practice

This paper extends the advertising literature on consumers' reactions to idealized female images in advertising by investigating consumers' reactions to FAMUCS, a topic largely unexplored to date. Previous research that investigated idealized female images in advertising focus mostly on models with idealized thinness (e.g., Andersen & Paas, 2014; Ashikali & Dittmar, 2012) and sex role idealization (e.g., Jaffe & Berger, 1994). Furthermore, previous psychological research about CS investigate mainly on people's satisfaction after undergoing CS (e.g., Von Soest, Kvalem, Roald, & Skolleborg, 2009) and acceptance of CS (e.g., Swami, Campana, & Coles, 2012). The results of the effect of presenting personal information on perceived CS will help media understand the impact of their reporting on models, and also how consumers will react to advertisements portraying FAMUCS. Although this research is conducted in a gift-giving context with beauty-related products, our findings may also be relevant to other areas. Female advertising models also appear in other products categories to enhance males' purchasing products such as automobiles, high-tech devices, personal hygiene, food and drinks (Plakoyiannaki & Zotos, 2009). Most relevant is that consumers can perceive CS changes, which heed a warning to models that undergo such controversial procedures.

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Relationship between movie ending and theatrical performance

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Abstract:

The paper hypothesised that the box-office performance of movies is influenced by the ways they end. From a perspective of signalling theory, movies with open or twisted endings receive better ratings from viewers, which result in better box-office performance. A competing explanation from perspectives of product publicity suggests that movies with special endings elicit more discussions and therefore lead to better theatrical performance. The paper examines these two explanations simultaneously with a stratified sample of 200 movies drawn from a total population of 4000. When other important signals of movies are controlled for, movies with twisted endings outperform the ones without, whereas movies with open endings fail to show significantly better performance. Tests of mediations suggest that twisted endings influence theatrical performance mostly via both product quality and publicity. Several practical implications are raised in the discussion of the results.

Keywords: Twisted ending, open endings, movie marketing, product publicity.

Introduction and Research Aim

The worldwide box-office documented an increase of 4% in 2018, with the total market revenue of theatrical channels reached a record high of 42 billion USD. On the other hand, the competition among movies is also escalating with more products entering into the market and more markets to be entered internationally (Sinha et al., 2019). While marketers focusing on post-production movie signals such as starring, sequels, and online reviews, a more fundamental product attribute, storylines (or plot points) of movies, did not receive deserved attention from the academic research. Literature in media psychology and screenwriting has contended that stories and plot points are what modern movies thrive on (Field, 2005, Isbouts and Ohler, 2013), but there was a lack of effort to link plot points of movies with their market performance (Hunter et al., 2016). Therefore, our research is among a pioneering effort to answer whether and why plots of movies can have financial implications to the industry.

Instead of probing into the different types and forms of storylines in movies (e.g., Eliashberg et al., 2007), this paper intends to focus on only one particular element of screenwriting: the endings of movies. According to the definition, the last 30 minutes of a two-hour movie can be defined as an ending part (Field, 2005). We therefore define movie endings as the final quarter (25%) of the movie time excluding the time for credits. A common design of endings is to conclude stories by resolving the plots raised earlier, so the need for closure is satisfied among the audience (Yang and Smith, 2009). However, films that provide more than one potential ending (open ending) or provide a surprising twist that suddenly reverses the previously developed belief (twisted ending) are becoming popular and perhaps not undesirable after all (Ogle, 2019). Although movies with open or twisted endings are not literally uncommon in the new century, we use the term uncommon endings to include both, and we adopt the term common endings to depict a traditional style of movie endings that are more linear, limited and predictable.

We want to research movie endings for two reasons. First, whether producers should choose a script with open or twisted endings over common ones is still a decision mostly relying on guesswork (Hunter et al., 2016). There has been a dearth of academic support to either confirm or disapprove the rationale for adopting open or twisted endings. Since decisions on screenwriting are made at a rather early stage of the production cycle, our research findings can offer valuable insights to the selection of scripts. Second, if movie endings can influence purchase decisions, then a mediation process needs to be established for better understanding of the power of movie endings. At the moment, signalling theory, including both movie-related signals and cascading buzz of movies, offers a solid framework to explain consumers' decision making on experiential products (Carrillat et al., 2018, Chintagunta et al., 2010). This paper follows the signalling theory, proposing that both quality perception and product publicity are important routes for movie endings to influence the box office. Our innovation is to connect screenwriting of movies with the signalling framework by addressing two research questions in line with the research aims:

RQ1: Whether uncommon endings positively influence box office revenues?

RQ2: Why uncommon endings influence box office revenues?

Conceptual Model

Movies, as typical experiential products, form a fertile ground for research on branding and marketing signals. In contrast with the growing body of research on movie signals, screenwriting and plot points within it are not connected to the market performance of movies. Existing research on screenwriting direct research effort to quantitatively operationalising the content of movies by generating a large number of content types (Gunter, 2018, Eliashberg et al., 2007), but not enough light is assigned to each specific artistic element. This motivates us to conduct an empirical study on one of the content element: movie endings. We define movies with open endings as ones that provide more than one plausible interpretation of plot points. Movies are usually featured by multiple plot points, with conflicts surrounding each (Field, 2005). Among all the plot points, there are major and minor ones depending on the level of conflicts and their relevance to the key stories. Therefore, two categories of open endings exist as well: major open endings and trivial open endings. Meanwhile, movies are full of dramas and unexpectedness. Most movie endings, consequently, can contain surprises. However, a fraction of movies would create a plot line that seems to be logical and conclusive but totally overturned when the movie approaches the end (e.g., The Shutter Island). For audience, their previous understanding of the plots and attitudes towards the main characters will be totally distorted in this twisted ending.

We contend that the product quality perception can be higher for movies with uncommon endings. Perception of service quality depends on the disconfirmation between expected and actual performance of the service (Parasuraman et al., 1994). Uncommon endings provide extraordinary experience, and thus a disconfirmation. Although the disconfirmation can go both ways, the probability of a positive difference should overwhelm the opposite as the quality of screenwriting would be monitored. Meanwhile, open endings provide room for the audience to customise their preferred interpretations of plots and thus deliver more customer values. Twisted ending should generate strong unexpectedness and a better explanation of plots, which by theory activate emotions such as excitement and delight. Positive emotions are a part of favourable attitudes. Therefore, quality perception, in the form of IMDb ratings, should mediate the influence of uncommon ending on movie revenues. Another explanation for the positive influence of uncommon endings hinges on the enhanced movie buzz. Social sharing is a common coping strategy when consumers are in positive emotions (Folkman and Moskowitz, 2004). Discussion of a movie also creates bonding experience when the group of audience share the same interpretations of the plots. Therefore, volume of publicity should mediate the positive influence of uncommon movie endings as well.

Methodology

Movies were coded according to their endings. After perusing 200 movies from 2018, we found that the percentage of movies with twisted endings was less than 5%, but movies with open endings were more frequent (28.4%). To make a more balanced comparison between the groups, we randomly selected 50 movies with twisted ending and 150 without in a pool of 4000 movies from the past 20 years, among which there were 38.0% of movies featured by open endings. A log-log model was adopted with dependent variable being the inflation-adjusted global box office incomes of 200 movies. We controlled for major movie signals such as genres, commercial and artistic star power, studios, sequel, budget, time and year of release, MPAA categorisation, etc. to quantify the influence of uncommon endings. Two mediators, IMDb ratings and volume of publicity in the form of online comments, were tested with bootstrapping for both direct and indirect effects (Preacher and Hayes, 2008).

Results and Contributions

We find positive influence of twisted endings on box office revenues but fail to link open endings with market performance of movies. We found significant indirect effects through quality perception (IMDb ratings) and product publicity (volume of comments). The direct effect was still significant with mediators in the model, suggesting a partial mediation. In an exploratory test, we also uncovered significant moderation effects between twisted endings and genres: the positive influence of twisted endings was stronger for dramas.

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Are outdoor advertising costs evidence-based?

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Abstract:

Outdoor advertising is a medium used to reach and capture the attention of consumers while they are outside of their homes. However, there has been little investigation into how the value of different factors affecting consumer attention towards outdoor advertising is reflected in costings. The authors conducted a literature review on outdoor advertising to identify five relevant bottom-up factors affecting consumer attention: location, size, orientation, luminance, and colour. The study will use rate cards detailing the costs of different outdoor formats acquired from an Australian outdoor advertising agency to validate how these factors are reflected in media costings. This research will expand the existing literature exploring outdoor advertising effectiveness by detailing how relevant factors affect costings across different outdoor formats. The results will contribute to a greater theoretical understanding of best-practice media buying within an outdoor advertising context, thereby better aligning practitioners' decision-making with academic evidence.

Keywords: Outdoor advertising, advertising effectiveness, media buying

Introduction

Outdoor advertising has long been an important way for brands to reach consumers with their messages (Payne, 2018). Outdoor advertising is considered particularly useful in reaching light television viewers, who are not watching television because they are out and about (Sharp et al., 2014). However, there has been some criticism surrounding unverified reach and frequency data associated with outdoor advertising (Lichtenthal, Yadav and Donthu, 2006) and limited understanding of its effectiveness and return on investment (Wilson, Baack and Till, 2015). The out-of-home industry is worth approximately \$30bn globally (Regan, 2018). Therefore, it is important that marketers and outdoor advertising agencies are aligned in their recommendations around the factors that affect consumer attention, and thereby understand if the costs of outdoor adequately reflect the true audiences it delivers.

Compared to more traditional media such as TV, print and radio, there is relatively little research on outdoor advertising within academia. Previous research using eve-tracking or recall and awareness studies have explored different factors influencing attention to out-of-home advertising, including the role of location (Wilson and Till, 2011; Wilson and Casper, 2016), creativity (van Meurs and Aristoff, 2009) and consumer perceptions and beliefs (Franke and Taylor, 2017; Lee and Cho, 2019). However, to the best of our knowledge, there has been no holistic into investigation into the factors affecting attention to outdoor advertising, and specifically how these are reflected in different costing options across different locations and formats. This study will both document previous findings on the most significant factors increasing attention (i.e., best practice), and validate whether these are reflected in actual media costings across different outdoor formats.

Conceptual Background

Visual attention theory proposes two classifications of influencers of attention within any visual scene. Embedded in psychology and neuroscience, these classifications are known as bottom-up and top-down factors (Milosavljevic and Cerf, 2008). Top-down factors relate to the individual's cognition, knowledge and expectations of the visual scene (Pieters and Wedel, 2004). Bottom-up factors relate to the intrinsic properties of an object, based on visual saliency. The more salient an object, the higher the likelihood of being noticed (Milosavljevic and Cerf, 2008). Our study will focus on bottom-up factors: the physical characteristics of outdoor formats such as the advertising spot's location, size and angle, given these are within marketers' and media buyers' control within an outdoor advertising strategy.

There are many ways to determine how much attention is attributed to various factors, such as recall, recognition or visual fixations. Factors including size, colour, luminance, and orientation of an advertisement are considered to be the most relevant bottom-up factors influencing memory processing of outdoor advertising (Wilson and Casper, 2016; Wilson, Baack and Till, 2015). Colour, luminance, and orientation are often grouped together to best represent the visual features that people respond to collectively and early in a visual scene (Itti and Koch, 2000). Although the role of creative execution is often discussed when exploring advertising effectiveness (Hartnett et al., 2016), Wilson, Baack and Till (2015) found that creativity and visual saliency only improve noticing and recognition of outdoor advertising when the most favourable location is selected (Donthu, Cherian and Bhargava, 1993; Wilson and Casper, 2016).

Most studies exploring the role of different factors in outdoor advertising effectiveness have only focused on roadside billboards (Hughes and Cole, 1984), and more recently, across placebased advertising (Thomas-Smith and Barnett, 2010). An initial eye-tracking study conducted by the Traffic Audit Bureau (2010) to explore location-based attributes found that roadside advertising has a higher likelihood of being noticed if the advertisement is large, viewable from the centre of the windshield, angled approximately to the road, and is located closer to the road, on the right-hand side (in right-side driving countries). The probability of an outdoor advertisement larger in size being more frequently noticed, recognised and recalled has been proven across multiple studies (Hughes and Cole, 1984; Wilson and Casper, 2016). Eyetracking research has also found that billboards within an individual's window of attention, with contrasting colours and variation in luminance and object orientation will have a higher likelihood of being noticed (Donthu, Cherian and Bhargava, 1993; Traffic Audit Bureau, 2010). Specifically, although people pay more attention to relevant objects within their forward field of vision (Crundall, Underwood and Chapman, 2002), outdoor advertisements that are located within a person's central line of vision are also more likely to be initially noticed (Young *et al.*, 2009; Thomas-Smith and Barnett, 2010).

Wilson and Casper (2016) examined location, size and visual saliency factors and provided the relative importance of each factor on attention. However, this has never been verified with what is occurring in practice by media planners and sellers. Based on the findings of the literature and taking into account the relative importance of each factor, the following RQ has been developed to verify whether these best-practice factors are reflected in the costing of outdoor advertising.

RQ1: How are the following best-practice factors reflected in the media cost of outdoor advertising: 1: Location; 2: Size; 3. Central orientation; 4. Variation in luminance; 5. Use of contrasting colours

Proposed Method

A systematic review of the current literature has identified the most relevant bottom-up factors that increase attention to and awareness of outdoor advertising. This study will address the gap in identifying whether the costs associated with these factors are reflective of best-practice, as recommended by empirical evidence, when selecting outdoor advertising spots. The authors will obtain rate cards from an Australian provider of out-of-home advertising. These rate cards, which detail pricing, terms and descriptions for various ad placement options, will then be examined to develop an understanding of the most significant factors influence costings, and what compromises may exist when selecting media within a restricted budget. This will be executed through two stages:

- (1) comparing recall and recognition of outdoor advertising formats in relation to location, size, colour, luminance, and orientation, and
- (2) using advertisement costings across various outdoor advertising formats to identify the relationship between the five selected factors and costings.

Implications for Theory and Practice

This research will make a necessary contribution to the marketing literature to better reflect the rising relevance of outdoor advertising (Clapp, 2019). The study will build upon the existing literature exploring the most important factors increasing attention to outdoor advertising, and whether this is reflected in costings. The results will identify which formats exist where industry costings are aligned with academic evidence, and also identify any areas that require further investigation to 'close the gap' between industry and academia.

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The effectiveness of video advertising across channels

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Abstract:

Marketers often spend a significant amount of their advertising budgets on video commercials that are broadcast to large audiences via television (TV). However, today marketers can leverage 15-30 second ad clips not only on linear broadcast TV, but also through streamed online content. Using field experiments and difference-in-differences estimators, we examine the relative effectiveness of video-based mass-market advertising across popular competing leading media channels: TV, video on-demand TV (VOD), Facebook and YouTube. We find that TV channels significantly drive sales, whereby video advertising for the same creatives is slightly more effective for on-demand TV versus traditional linear TV. In contrast, video advertising on Facebook and YouTube did not reveal statistically measurable impacts on sales uplifts for our data. A cost-benefit analysis suggests that market prices seem to overvalue newer digital advertising channels and that classical TV advertising still provides a better return on investment than on-demand TV ads.

Keywords: Marketing Communications, Digital Video Advertising, TV Advertising

Introduction and Research Aim

Even with an increasingly fragmented media landscape and numerous new advertising possibilities in the digital age, TV still accounts for about 35% of global ad spending (CampaignBrief, 2017). At the same time, the pole position of TV advertising is under threat by the growth of digital video. For example, in the U.S., consumers now watch more than one hour per day digital of video content, with video advertising spend predicted to grow between 12 and 16.4% annually over the next four years (EMarketer, 2017). YouTube has even directly challenged TV broadcasters, claiming that YouTube ads generate a better return on investment than TV commercials (Google, 2016). Driven by the video trend, many TV networks have started offering their program content online through video on-demand (VOD) services too.

However, while advertising effectiveness has been one of the most researched topics in marketing (see Sethuraman et al., 2011; Danaher and Van Heerde, 2016), little is known about the relative marketing performance of all the mass-market online video advertising channels. Existing studies have centred either on TV versus radio or print advertising (Naik and Raman, 2003) or on TV versus other generic online channels, such as email, search, display banners and social media (Naik and Peters, 2009).

Given that TV and online-video advertising are among the most expensive media placements, and usually account for significant portions of marketing budgets, there is a need to shed light on which channel offers the greatest return on investment for video ad clips. In this paper, we address this research gap and empirically examine the relative effectiveness of different leading channels for the same creatives: TV, video on-demand (VOD), Facebook and YouTube.

Background

While online video platforms and television broadcasting allow addressing similar sensory stimulation and brand storytelling, they also differ in key characteristics. For example, as opposed to online video platforms, traditional TV broadcasting does not allow any influence on when programs are paused. Furthermore, the media consumption of advertisements and the actual content the user is interested in is congruent for linear TV, VOD and YouTube (watching video for both the ad and the desired content), while it is different for video ads on Facebook (i.e., reading content vs. watching ad content). With respect to content consumption, most TV programs last approximately 30-90 minutes for a single show or movie. In contrast, the average YouTube video is only 4.4 minutes in duration (ComScore, 2014). Another important characteristic is the preferred device that is used by consumers to watch video content: Facebook and YouTube videos are typically watched on mobile devices with smaller screens, whereas TV content is typically watched on large-screen devices, such as TV sets or laptops (ComScore, 2017). Finally, digital channels allow much richer forms of customer targeting than broadcast TV as more consumer data is available (Duke, 2018; Plant, 2015).

Methodology

To best examine the causal effects of advertising on sales, we scheduled field experiments during the period from March to June 2017 for a pure online brand, which wishes to remain anonymous. Our design allowed performing three experimental comparisons. That is, we identified comparable regions that allow one comparison of a control region with a TV region, two video advertising treatments (YouTube and Facebook video) with another control region, and a third comparison of a control region with VOD treatment. For the VOD campaign, one of the largest channel networks was selected as a treatment group and all platforms received the same creatives to run during the campaign (treatment period was March-May 2017). For all three quasi-experiments, the treatments were the only differences in regional advertising as

all other advertising campaigns during test periods were running at the national level. To assess causal uplifts of our advertising treatments, we conducted difference-in-differences estimators (DiD) with various fixed effects (e.g. region, holiday, weekday, trend). We used log-sales as dependent variable for our DiD because of different baseline sales levels across regions (ensuring percentage changes as coefficients for the parameters of interest). All regions had the same four creatives running (with 15s and 30s variants).

Results and Discussion

Our difference-in-differences estimators showed a great fit with an adjusted R^2 of 0.82 or higher and provided the same conclusions: we find statistically significant effects for TV (14.3%, p<0.05) and VOD (11.7%, p<0.05) advertising on sales, but not for Facebook or YouTube video ads. However, this is just the total effect and it could depend on how many people were reached in each region. When considering the number of served impressions/reached people per channel (adjusted for population sizes), we see that for our test VOD is slightly more effective than traditional broadcast TV (see Table below): 0.21% versus 0.17% sales uplift per 1,000 impressions. Yet, we also need to consider costs. VOD media placements are typically about 4 times more expensive on average than TV expenses on a CPM basis (cost per thousand). Hence, taking into account media costs, TV advertising still provides the greatest return on investment (ROI) for video ads for our data (controlling for creative).

Channel	Sales Uplift	Reach*	Uplift per 1000	Uplift Ratio	Cost ratio	ROI
TV	14.3%	81786	0.17%	100%	100%	100%
VOD	11.7%	57036	0.21%	117%	400%	29%

^{*}Average per day

Implications

With regards to theoretical implications, we find that popular mass-media video channels differ in their effectiveness on (short-term) sales. While we can only speculate about the exact underlying reasons, each tested channel has very distinctive characteristics: the majority of Facebook and YouTube content is watched on mobile phones as opposed to TV content, which is watched on televisions or laptops (ComScore 2017). Ads on mobile phones were found to only work for utilitarian-high-involvement products (Bart et al., 2014), what is not the case for our data. With respect to the differences between VOD and linear TV, we believe that the slightly greater performance of the former is based on the level of consumer attention (i.e., active versus passive watching). Streamed content is likely to be subject to greater attention of consumers because it allows them to start and pause content at any time and at their discretion.

In terms of practical implications, our findings suggest that newer digital channels, including YouTube, are often are higher priced than traditional TV media buys², largely because of the many data targeting options available (Neumann et al., 2019; Plant 2015). However, the greater prices for the newer digital video options do not always seem justified in the background of the extra sales uplift achieved. In our case, traditional TV still seems to provide the best ROI for video ads.

¹ Various tests, such as insignificant changes between periods across regions or pre-treatment placebo tests, confirmed the parallel trend assumption, which is required to conduct difference-in-differences estimates. Robust standard errors were used for all models.

² Of course, the ultimate CPM/costs depend on the mix of TV buys (cable, metro, prime time) and the brand-specific negotiations.

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Does advertising campaign success in year 1 continue in year 2?

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Abstract:

This study investigates whether there is an association between advertising effectiveness awards (Effies) and financial performance. Since Binet and Fields original study (2009), strategies have shifted from retention as a goal to customer acquisition, possibly as a result of their work and industry learning. The evidence now is that in general, winning-campaigns are more effective than non-winners in terms of both marketing and financial goals. However over the long-term, only about a quarter of large effects persist beyond the first year. The implication is that advertisers should put more emphasis on achieving hard business goals and that penetration is still a more effective strategy than loyalty.

Keywords: Advertising effectiveness, Marketing strategy, Strategic goals

Introduction and research aim

Les Binet and Peter Field published a seminal article in 2009 entitled, Empirical generalizations about advertising campaign success, concluding with a list of strategies to increase advertising effectiveness in terms of sales and profit performance. These included focusing on: hard objectives; on price, not volume; and focusing on penetration, not loyalty. They came to these conclusions by analysing 880 IPA effectiveness awards entries from 2004 to 2009, concentrating on a metric they called the "Effectiveness Success Rate," (ESR), which is claimed for a very large improvement in one or more business metrics including: sales, market share, penetration, loyalty, price sensitivity or profit. For example, they found an ESR for 131 loyalty campaigns of 44%, but an ESR of 77% for the 137 penetration campaigns.

While the data included in the IPA cases included some short term effects for direct marketing campaigns and also some that spanned a year or two from the start of a campaign, the authors concluded that it was not possible to distinguish between shorter-term and longer-term success. The aim of the current research is therefore to assess the longer term effects of advertising strategies as measured by hard business effects (Roberts, 1999).

Methodology

The analytical approach begins with a close approximation of the previous research that compared aspects of the campaigns against ESR. The next step was to isolate the cases in the IPA database that claimed very large effects in any of the following metrics: Sales volume gain; Profit gain; New customer acquisition; Customer retention. These metrics were chosen because they enabled an assessment of effects one year after the case competition. In other words, data were available through secondary sources such as FAME, Bloomberg, Euromonitor and publicly traded company reports. These measures were calculated against the whole sample to create an average as a benchmark so that performance above or below average one year after the case contest could be assessed. Further, as effectiveness is essentially about achieving goals and success is the accomplishment of an aim or purpose, the effects of actions can be argued to only be of value if the achieved effects where intended. And therefore, this analysis assesses both claimed and intended very large business effects. Referred to as the ESR in primary business objectives.

It should be noted that the 305 IPA cases analysed here are not a random sample of advertising campaigns, but campaigns whose creators feel were successful. As such, the contestants try to put their best case forward, so it is important to assess whether the claimed effects persist over time. Also, since it is difficult to isolate a campaign's impact on brand performance, this analysis focussed on the financial data by using brand specific data, and only from the country where the advertising was run. And since there is no single measure that reliably predicts effectiveness (Binet and Field, 2008), this study used two marketing measures and two financial measures to assess effectiveness. Of the 305 cases, 139 were found to have available data for long-term measures. The case submissions were then subdivided into those that had won an effectiveness award, and those that had not.

Results, Discussion and Contributions

Binet and Field found that between 1980-1999, retention was the primary objective for 77% of entries. However, of the current set of entries (2010-2016) 71% list acquisition as the main objective, while retention has slipped to 14%, and 15% for a combined objective.

The overall ESR for the sample was 64%, (89 out of the 139 cases) reported a very large effect in at least one of the business effects; customer retention, new customer acquisition, sales value

gain, or profit gain. The ESR for penetration campaigns was 65% and for loyalty campaigns 58%, supporting the idea that campaigns with a focus on penetration are more effective in achieving at least one objective than those focused on loyalty (Hanssens, 2009; Sharp & Wind, 2009).

Looking at hard business effects by type of objective, 21% of acquisition campaigns claimed a very large effect in sales value, 7% claimed it for profit, but 26% claimed for both. Of those with retention as the objective on the other hand, 5% claimed a sales effect, none claimed a profit effect, but 16 claimed both. The explanation for this is perhaps that most profit growth comes from increases in sales, (Binet and Field, 2013). These results are largely in line with the previous study.

One year on

Among the cases that had available data one year after the Awards, just over half of all claimed customer acquisition effects (53%) persisted into the following year, while 63% of retention effects did so. On the other hand 31% of retention campaigns had large sales effects and 25% had profit effects the following year, against 24% and 19% for acquisition campaigns. Overall therefore, this suggests that the hard business objectives are more likely to lead to immediate success rather than long-term effectiveness.

The overall ESR in financial objectives was 59% among the winners and 39% among the non-winning entries. The data shows that winners tended to use a combination of behavioural and hard objectives. Further, the prize-winners more often reached their desired goals, both behavioural and business. This suggests that carefully constructed behavioural and hard business goals, and evidence of achieving those goals is associated with winning effectiveness awards. In other words, the effectiveness awards seem to be just that.

Looking at the evidence one year on, 28% of award winners had persistent sales or profit effects, while 19% of non-winners did so. Thus, winners tend to financially out-perform the non-winners, but neither group was particularly good at maintaining hard business effects.

Implications for Theory and Practice

The main question in this study was whether there is an association between effectiveness awards and financial performance. The first point to notice is that since Binet and Fields original study, there has been a dramatic shift towards campaigns with customer acquisition as a main objective and away from customer retention as a goal. This may be an indicator of industry learning. It is also encouraging that the evidence shows that that in general, winning-campaigns are more effective than non-winners. However over the long-term, about 75% of large effects do not persist beyond the first year. The implication is that advertisers should put more emphasis on achieving hard business goals. Also, penetration is still a more effective strategy than loyalty. Finally, advertising awards are associated with financial performance, but the effects tend not to persist strongly beyond the first year.

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Marketing Education

Revealing the outcomes and consequences of virtual learning environment and social media use in higher education

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Abstract:

Digital natives is a term used to describe current Higher Education (HE) students, whose lives are proliferated by digital technologies. To cater to needs of this new generation of students, HE institutions increasingly adopt digital tools such as Virtual Learning Environment (VLE) and Social Media (SM). Yet, little is known about the impact of these digital technologies on students' HE outcomes. Drawing from service productivity theories, this study aims to address this gap. Through mixed research methods, we reveal that Learning Oriented Outcomes are the most important in HE even though digital technologies are not used; and they are further enhanced when students use VLE. Learning Oriented Outcomes however, are the least important when SM is used in HE setting; students tend to prioritise outcomes related to Knowledge Transfer instead. The findings of this research derive theoretical and practical contributions, and open up avenues for future research.

Keywords: Social Media; Virtual Learning Environment; Higher Education

Academic confidence in blended learning

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Abstract:

Blended learning strategies – combining technology-based activities with in-class learning – have become a frequent element in marketing degree programmes. Despite the numerous advantages of the integration of technology in teaching and learning, it has its challenges when considering student characteristics and perceptions. Based on data from 184 undergraduate marketing students our results show that academic confidence has a strong impact on student performance perceptions regarding technology-based and group-based in-class learning. Socio-demographic factors including work experience, age and gender only play a weaker role. The implications are that students with low academic confidence may perform less well in both, online and offline class elements. Therefore, blended learning as an educational strategy may not *per se* enhance student experience and performance. Further research should assess what type of activities could be integrated into blended learning curricula in order to increase academic confidence to allow all students to strive.

Keywords: academic confidence; education; blended learning

Introduction and Research Aim

Higher Education curricula increasingly include blended learning strategies, the mix of online as well as offline elements in order to enhance the student experience as well as engagement. in order to achieve better learning outcomes (Allen & Seaman, 2011; Arbaugh, 2008). In particular the presence of new technologies in class teaching and class preparation is growing considerably (Briz-Poncea et al. 2017). In marketing classes, students regularly download information about organisations from the internet and analyse their strategies. The use of technology thus integrates well into established teaching and learning methods such as groupbased learning with an emphasis on class participation. Recently, a stream of research emerged to study the role of non-cognitive variables in academic achievement, suggesting that academic confidence has an important impact on student performance (Byrne, Flood & Griffin, 2014; Gannouni & Ramboarison-Lalao, 2018; Ramos Salazar & Hayword, 2018; Stankov et al. 2014). Building on the extant literature, we explore the link between academic confidence and student perceptions, with a particular focus on both main elements of blended learning: 1) technology-based learning, 2) in-class learning. Moreover, we assess the impact of students' academic confidence on these perceptions in conjunction with socio-demographic factors (work experience, age and gender) that are also seen as relevant in determining student performance.

Academic confidence can be defined as the belief in one's academic and intellectual abilities in general, as well as confidence in particular aspects of that ability (Laird, 2005). In the higher education context, it refers to students' belief in their ability to respond to the demand of studying at university and is closely linked to self-efficacy (Sander and Sanders, 2006). It is recognised as a predictor of academic performance (Tavani & Losh, 2003) and is even considered as the best non-cognitive predictor of academic achievement (Stankov, Morony & Lee, 2014). Further, academic confidence has a strong relationship with active class participation (Kaya, 1995). Other factors that have been identified as having an important impact on student learning behaviour and attitudes are work experience (Curtis & Shani 2010; Nonis & Hudson, 2006; Pike, Kuh & Massa-McKinley, 2008; Salamonson & Andrew 2005), age (Simonds & Brock, 2014) and gender (Kaenzig, Hyatt & Anderson, 2007; Li & Kirkup, 2007). With an increased focus on blended learning strategies in higher education, it is important to understand how the psychographic and socio-demographic profile of students impacts their attitude towards technology-based and in-class learning activities. In order to contribute to the existing literature we address two research questions in this study:

RQ1: How do gender, age, work experience and academic confidence impact on student attitudes towards technology-based learning?

RQ2: How do gender, age, work experience and academic confidence impact on student attitudes towards in-class learning activities?

Methodology

Sample. In this research study, we surveyed 200 undergraduate students enrolled in Brand and Product Management. The procedure resulted in 184 useable responses. Male students outweighed their female peers (107 male, 77 female) with 80% indicating they either worked part- or full-time. 50% of students were between 18 and 20 years old while a further 35% fell into the age group 21 to 22 years old, and the remaining 15% were 23 to 38 years old.

Scales. Based on the extant literature and informal student feedback, 13 items (5-point Likert scale) were developed to assess students' attitudes towards technology-based and in-class learning. Example: Classes are more engaging when I can use technological devices (technology-based learning) and *I like working in groups within the class environment* (in-class learning).

Results and Discussion

A principal component analysis (PCA) using varimax rotation showed that there were four underlying components exceeding an Eigenvalue of one. Items with cross-loadings above 0.3 were removed. In a second PCA the items loaded substantially as expected on the four identified dimensions (two technology-based components and two in-class learning components). The Cronbach's alpha and Pearson's r respectively suggested very good scale reliability and internal consistency for all components. A confirmatory factor analysis (CFA) showed that all items loaded significantly on the predicted constructs, indicating convergent and discriminant validity. The fit indices suggest that the data fit the model very well (CMIN/DF=1.124; CFI=.994; RMSEA=0.026). The average variance extracted (AVE) was above the recommended cut-off at .5 for all but one component. Further, all scale reliability indicators exceeded the recommended cut-off points (composite reliability (CR) above .6). The four components were examined with regard to influencing factors academic confidence, gender, age and work experience (see Table 1).

TABLE 1: T-test Results

	Gender			Age		Work experience		Academic confidence				
	Male	Female	Sig. 2-tail.	Age 1	Age 2	Sig. 2-tail.	Yes	No	Sig. 2-tail	Low	High	Sig. 2-tail
Tech 1	3.8925	3.7338	.213	3.7941	3.8520	.648	3.8231	3.8378	.925	4.0556	3.7518	.037
Tech 2	3.7617	3.6558	.339	3.5765	3.8367	.017	3.7483	3.5946	.259	3.9556	3.6403	.004
Class 1	3.5857	3.4719	.258	3.6275	3.4592	.092	3.6077	3.2613	.005	3.8074	3.4508	.002
Class 2	3.7726	3.4286	.003	3.6980	3.5646	.246	3.6757	3.4414	.097	3.8222	3.5659	.053

^{*} Tech 1: Increased engagement through use of technology; Tech 2: Increased learning through interactive activities Class 1: Level of comfort to participate in class discussions; Class 2: Liking of group work in class

As can be seen in Table 1, academic confidence is the overriding factor when considering the influencing factors on student perceptions of technology-based and in-class learning. These findings are in line with other research results showing that academic confidence as a main predictor for learning outcomes (Stankov, Morony & Lee, 2014; Tavani & Losh, 2003), and student levels of class participation (Kaya, 1995). When assessing the impact of age, gender, and work experience, results were rather patchy. Male students showed a greater liking for group work (Class 2), which could be explained by their enjoyment of group experience, and perceptions of peers being dependable (Paswan & Gollakota, 2004). Slightly more mature students (20 years and older) perceived greater learning outcomes through the use of interactive activities (Tech 2). Students with work experience were more comfortable participating in class discussions (Class 1).

Implications for Theory and Practice

This study contributes to theory by 1) investigating the impact of psychographic and sociodemographic variables on students perceptions of blended learning strategies, 2) distinguishing between clearly defined components of technology-based and in-class learning and teaching elements, 3) demonstrating the overriding impact of academic confidence on student perceptions of blended learning. For educators the implications are that 1) blended learning strategies may not lead automatically to an enhanced student learning experience, and 2) more consideration has to be placed on how academic confidence can be instilled through blended learning.

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Student perceived pedagogical value of online simulations

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Abstract:

Educational simulations can enhance teaching and learning in strategic marketing by providing students new opportunities to practice real-life decision-making and develop their content specific and soft skills. This paper examines tertiary student perceptions of participating in an online simulation. In particular, this paper explores whether participation in a simulation provides pedagogical value by improving students' understanding of strategic marketing theory and concepts and/or by developing students' decision-making and problem solving skills. The evaluation research data were collected utilising an online survey instrument. The results show how most respondents agree that participating in a simulation exercise developed their content specific understanding as well as their ability to apply theory to practice. Furthermore, respondents agreed that the simulation developed their decision-making and problem solving skills. The findings are indicative of promising pedagogical value, but further research is recommended to investigate actual skills development and underlying reasons for less positive learning outcomes.

Keywords: online simulations, teaching, strategic marketing

Providing equity in work-integrated learning assessments

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Abstract:

Universities face growing pressure to generate 'workplace-ready' graduates. Work-integrated learning (WIL) activities assist development of student skills sought by employers, however not all WIL activities are equitable. Research of equitable WIL activities is scarce and underreported. This paper addresses this vital gap. In a marketing course, the study examines how an equitable WIL assessment can be designed and utilised to assist students become workplaceready. The research analyses teacher and student experiences in delivery of the activity. Data was collected from teacher observation and reflection, plus survey of students. The majority of students considered they learned more from this assessment activity relative to other types of assessments. The research contributes by showing how appropriately designed equitable WIL activity assists students become 'workplace-ready' and makes education more relevant and engaging. The research advances understanding of WIL activity to assist academics develop 'workplace-ready' students in an equitable manner.

Keywords: workplace-ready, work-integrated learning, employability

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Conceptualising a threshold concept in marketing

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Abstract:

The changing landscape of higher education has led to increasingly diverse cohorts. As a result, individual student prior knowledge, experience and language is increasingly varied within courses. Therefore, it becomes critical that curriculum design is purposefully crafted to focus and enhance student learning outcomes. In particular, it may be of value to understand the threshold marketing concept, which transform the student's view of marketing. This article examines the emerging discussions on the threshold concept in broader higher education and business education literatures, in conjunction with established marketing curricula. Results lead to the identification of 'value proposition' as the crucial concept which brings together previously disparate knowledge and provides an altered cohesive view of marketing strategy. The threshold concept will be introduced into course assessment and activity planning to refine focus on the concept and examine implications for student learning outcomes.

Keywords: threshold concept, marketing education, value proposition

Introduction and Research Aim

The higher education sector is undergoing rapid transformation in many areas, particularly in relation to the profile of student cohorts. In Australia and New Zealand, overall international student enrolments have dramatically increased in recent times while domestic student growth remains relatively stagnant (Australian Government, 2018). In such learning settings with increasingly diverse cohorts, there is a greater need to refine and clarify the course learning outcomes and to reinforce these goals in all learning activities. Yet, there is a potential state of flux within marketing education, where increasing emphasis is on emerging digital disruption (Crittenden & Peterson, 2019). In such a turbulent environment, the identification of a clear threshold concept can provide a grounding for refined learning outcomes and become the basis by which student learning is centred. Results of previous applications of the threshold concept in business education (management) demonstrate deeper levels of student understanding and increases in student performance (Wright and Gilmore, 2015).

Therefore, to enhance marketing education in this changing environment, this research aims:

To identify the threshold concept in marketing and to develop a framework for application and measurement in the marketing education domain.

Specifically, the research seeks to address two particular questions in line with this aim:

RQ1: What is the crucial threshold concept in marketing?

RQ2: How can the threshold concept be imbedded in student learning?

RQ3: Is student performance in marketing enhanced by increased emphasis on the threshold concept?

Background

The threshold concept is gaining traction in education literature as an essential consideration in curriculum design enhancement (Wright and Gilmore, 2012). Yet theoretical discussion and debate of the threshold concept within Marketing education appears to be absent, thereby creating a need for examination. The idea of the threshold concept is linked to learning which transports the learner through a portal in a previously unknown dimension (Meyer & Land, 2003). Threshold concepts differ to core concepts, which are the building blocks of learning required to progress (Meyer & Land, 2003). Rather, threshold concepts change the way the entire subject matter is viewed (Meyer & Land, 2005).

Furthermore, threshold concepts are characterised by five dimensions (Wright & Gilmore, 2012), with the integrative dimension being particularly insightful in the marketing domain. Integrative relates to learner discovering a previously unknown connection between subject matter (Meyer & Land, 2003). Once students see this connection, they cross a threshold and from then on see marketing in a new way. Therefore, the conceptualisation of a marketing threshold concept moves us away from rote learning of core concepts to examine the interrelatedness of these concepts for application in strategic marketing management.

Examination of marketing theory highlights some widely accepted and influential core concepts, such as customer behaviour and the marketing mix (Rasha, 2014). Yet, consideration of a threshold concept is not widely discussed. Given the potential value to student learning, merit lies in the identification and application of a threshold concept in marketing education.

Methodology

A comprehensive two-stage research design will advance understanding of a marketing threshold concept. Initially, research will seek to isolate the threshold concept in marketing,

before applying the concept to course design and measuring impact on student learning. The first stage of the research will involve benchmarking key learning concepts from leading business institutions, accessed by examining course profiles for introductory marketing courses at both undergraduate and postgraduate levels. Findings will inform the development of a questionnaire, for online distribution among marketing academics, to gain consensus of a threshold marketing concept.

The second stage of research will then involve the implementation and assessment of the threshold concept in curriculum redevelopment for a postgraduate marketing foundation course, using the guidelines proposed by Wright and Gilmore (2012). Student exam performance will then be compared to examine any enhancement from a focused delivery of threshold learning within the course. Additionally, focus groups will be run before and after implementation to consider student insights into learning of the threshold concept.

Results and/or Discussion and Contributions

Initial examination of marketing foundation courses, highlights the concept of 'value proposition' as a potential threshold concept in marketing. Value proposition is consistently identified as an invaluable strategic tool in communicating value to the customer (Frow, et al., 2014). Defined in a leading marketing textbook as "the full mix of benefits on which a brand is differentiated and positioned" Kotler, et al., 2018, p.232, the concept brings together core concepts to garner the overarching meaning which arises from strategic marketing.

Value proposition draws together the core concepts in marketing, proving a new way to consider marketing, with enhanced strategic value. For example, students typically achieve learning of the traditional marketing mix, with an ability to describe and apply marketing in relation to product, price, place and promotion. However, teachers consistently note the inability of students to unite these concepts to develop cohesive strategic solutions. Thus, the core concepts are understood, yet there are challenges for value proposition, as the threshold concept, which transforms the way the marketing mix is viewed. This conceptualisation further links to the notion that threshold concepts are troublesome. Students often struggle to understand threshold conceptions, working through the challenging processes of shedding previous assumptions and transitioning to a new way of thinking (Meyer & Land, 2005).

While indicative findings provide initial insight, additional research is in progress and will be available for presentation at ANZMAC 2019.

Having isolated an accepted threshold concept in marketing, course redesign will be conducted in the postgraduate Fundamentals of Marketing course, at a leading Australian university. Learning outcomes will be reviewed and updated, where appropriate, to reflect the significance of the threshold concept. Further, learning and assessment activities will deliberately centre around development of threshold learning, while the final exam will measure the transformative threshold concept, along with overall student performance in the course.

Implications for Theory and Practice

By bringing the emerging threshold concept to marketing education, a new level of clarity is provided. In particular, the importance of 'value proposition' as a transformative and integrative threshold concept provides new direction for marketing scholars in the delivery of high-value learning environments. Findings are expected to enhance teacher understanding, improve student learning and ultimately to improve the quality of graduates for contribution to society.

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Student satisfaction data – Improving higher education?

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Abstract:

Can student satisfaction data at the program and course levels be used to prioritise and allocate resources to quality improvement initiatives? Can such student satisfaction data inform the particulars of a prioritised quality improvement initiative? To answer these questions, we use student satisfaction data from national quality surveys and institutional end-of-term course evaluations from approximately 700 courses. Both program and course level data comprised quantitative and qualitative measures. To unlock the potential of these large quantities of student satisfaction data, we deploy a marketing management decision-support system (MMDSS). Empirically, we demonstrate the value of the system for achieving higher education improvements. We find that the program attributes of teaching quality and learner engagement are most strongly linked to overall satisfaction, while, at the course level, being part of a learning community, appropriate assessment, and feedback that helps the student learn are the attributes that most strongly predicted overall satisfaction.

Keywords: Student satisfaction, higher education improvements, marketing management decision-support systems

Introduction and Research Aim

Higher education (HE) is a highly competitive industry, where institutional providers act like commercial enterprises and university choice is a high-stake consumption decision for prospective students (Grewal et al., 2008). These winds of change mean that the quality of the educational experience and student satisfaction are increasingly under scrutiny. Here we focus on two issues related to student satisfaction that many HE administrators (HEA) around the globe are grappling with: how best to allocate scarce resources to improve student satisfaction, and how to harness insights from satisfaction data to shape improvement initiatives.

Most service firms amass large amounts of satisfaction data (Bone et al., 2017). HE institutions are no different – consider the ubiquitous course evaluation surveys that are run in most universities (Linse, 2017) and more recently institution- and program-level student feedback data from national quality indicators (e.g. QILT/SES in Australia). The surveys are equivalent to what Berry and Parasuraman (1997) aptly referred to as Transactional Surveys and Total Market Surveys. Unlike most service firms, HEIs typically do not systematically use student satisfaction data for quality improvements (Blackmore, 2009). This is intriguing, given the market and budget pressures to achieve high student satisfaction, and the critical importance of student satisfaction for student recruitment, learning and retention (Douglas et al., 2008).

In this study we test if and how HE institutions can put the Return on Quality approach (Rust et al., 1995) into practice by using student feedback data to systematically identify the most effective actions to improve satisfaction. We address the following research questions:

RQ1: Can student satisfaction data at the program (degree) and course (subject) level be used to prioritise and allocate resources to quality improvement initiatives?

RQ2: Can such student satisfaction data inform the particulars of a prioritised quality improvement initiative?

Background

Customer satisfaction is critical for commercial success, market share and reputation (Fornell et al, 2010) because it influences purchase choices and referral behaviours of individual customers. Increasing customer satisfaction through quality improvement interventions is a commonly agreed goal for many firms (Finn 2012; Simester et al. 2000). Moreover, recognising overall satisfaction as a function of attributes is invaluable for improvement initiatives (e.g. Anderson and Mittal, 2000) whilst noting that not all attribute improvements lead to satisfaction improvement (Tan and Kek, 2004). This lies at the heart of the seminal Return of Quality Approach (Rust et al., 1995) which assumes that not all quality improvements provide equal return on investment.

Research on quality and satisfaction measures assumes they inform managerial decision-making (Finn, 2012). We propose two such managerial uses. First as a metric for budget allocation decisions, equivalent to those of marketers wishing to maximise profits across portfolios (Fischer et al, 2011; Niraj et al., 2008). The aim in our context is to maximise student satisfaction by identifying those program attributes, courses, and course attributes with the highest impact on overall satisfaction.

Second, satisfaction data can provide *actionable input for quality improvements*. That is, such data can inform and guide improvement initiatives once a course or attribute has been identified (Finn, 2012). For example, to say which course attribute of a priority course should be improved. Though research on improving customer satisfaction and quality implicitly assumes that feedback data informs improvement initiatives (e.g. Berry and Parasuraman,

1997; Bone et al., 2017), how this occurs is less clear. Education research shows that quality improvement requires clear guidance and interpretation of feedback data (e.g. Ballantyne et al., 2002), hence we propose to use both quantitative (what matters?) and qualitative feedback (how does it matter?) data to shape the specifics of a quality improvement initiative.

Methodology

To examine our research questions, we use student satisfaction data from two annual measures of national quality indicators (program level) and institutional end-of-term course evaluations (course level) from approximately 700 courses over a similar time period (amounting to 9,442 responses across 81 Business degree programs). Both program and course level data comprised quantitative and qualitative measures; i.e. overall satisfaction with the program or course respectively, as well as a set of indicators to measure attributes contributing to overall satisfaction. As the aim was to provide accessible decision support for HEAs, we take a straight-forward, easily applicable approach to data analysis, using simple linear regression, and automated text analysis of student comments resulting in concept maps (Zaitseva et al., 2014), together with data visualisations in Tableau, to build a simple yet effective marketing management decision support system (MMDSS).

Results

Regression results revealed the most critical dimensions for course and program satisfaction, whereas text analysis helped pinpoint specific issues within those areas. The program attributes of teaching quality and learner engagement were most strongly linked to satisfaction with the entire educational experience, whereas learning resources, student support and skill development had an insignificant effect. These program-level findings showed that quality improvements need to occur at the course level. Actual resource allocation decisions were made with the Course Impact Factor, a simple metric combining course size (enrolment numbers) with the course satisfaction relative to average course satisfaction in the program.

At the course level, being part of a learning community, appropriate assessment, and feedback that helps the student learn are the attributes that most strongly predicted overall course satisfaction, though results differed by course. As predicted by Anderson and Mittal (2000) the satisfaction-performance link was asymmetric for course attributes, though all attributes were satisfaction maintaining.

Using this approach, HEAs can consider data insights at (a) different levels of aggregation, ranging from findings applicable to individual degree programs, disciplines, introductory versus advanced courses, and so forth; and (b) by student demographics.

Implications for Theory and Practice

Our project contributes to marketing research and practice by illustrating how simple and scalable analysis of student satisfaction data from national quality surveys, combined with an HE institution's own course evaluation surveys, can deliver a simple yet effective MMDSS for HEAs. Our insights form the basis to work collaboratively with individual academics, offering guidance and support to staff to understand and contextualise satisfaction data relevant to their teaching and course design (Neumann, 2000). Using student feedback to inform improvement recommendations can advance both staff performance and student learning and satisfaction (Ryalls and Benton, 2018). We therefore argue that a MMDSS for HEAs will assist institutions to plan and resource targeted interventions for selected courses and/or attributes (e.g. assessment) that will have a positive effect on overall student satisfaction.

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Does digital storytelling assessment enhance student engagement?

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Abstract:

Learning environments are in a state of flux as technology continues to play a more important role in providing new opportunities to encourage student engagement. However, application of technology in the learning environment should not be for its own sake. In this case, a digital storytelling assessment was integrated into a postgraduate business course. Digital Storytelling was chosen as an influential and lasting method of communication where the blend of verbal and visual educates, informs and entertains an audience. A series of focus groups were run upon completion of the course, where it was uncovered that the digital story assessment: 1) developed students' soft skills with improved communication - particularly for international students; 2) enabled an emotional connection for both the student and the audience; and, 3) created a stimulating learning experience that improved group collaboration.

Keywords: digital storytelling, learner engagement, blended learning

Introduction and Research Aim

Learning environments are under a state of ongoing change as technology continues to play a more important role thus providing new opportunities to encourage student participation (Niemi & Multisilta, 2016). Too often academics lament that students seem to be more engaged with their personal device than with classroom activities regardless of the tools available to them. It is proposed that with careful design and consideration, blended learning can go part the way to meet the needs of this new generation of learners. Here, technology-enabled learning cannot simply be an add-on to provide information or assessments in a different way. Instead the emphasis should be the integration of thoughtfully selected face-to-face and online technologies (Garrison & Vaughan, 2007). In this case, the implementation of a digital storytelling assessment in a postgraduate business subject aimed to optimise the benefits of the blended learning context.

The aim of this study is to understand if:

The embedding of digital storytelling into a student assessment balances the use of technology with improved learner engagement

We address two research questions in line with this aim:

RQ1: Will digital storytelling enhance learner experience without it being technology driven?

RQ2: Can digital storytelling provide increased opportunity for learning engagement?

Background

Parsons and Taylor (2011) concluded that for effective engagement, learning needs to be relevant and real; the environment should include an assorted range of technology; encourage 'risk taking' activities; and encourage peer to peer relationships between the academic and the students. Ultimately, deep learning practices will encourage student engagement (Hockings, *et al*, 2008). However, to achieve effective engagement, the alignment of blended learning tools and meaningful assessments that measure learning outcomes is not without challenge.

Digital Storytelling is an efficient way to convey information, beliefs and traditions (Suwardy, Pan, & Seow, 2013). It is an influential and lasting method of communication where the blend of verbal and visual educates, informs and entertains an audience. Alterio and McDrury (2003) suggest that when embedding storytelling into a higher education context, students often attach the story with their own understandings to bring about a profound learning experience. By sharing their work with their peers, they gain valuable understanding in being able to critique their own and others' work. This in turn develops emotional intelligence, and social learning (Robin, 2016). It moves students from being passive to active learners and, ideally, higher learner engagement. In this case, digital storytelling was embedded into a group assessment that required students to develop a short movie (5-6 minutes) based on a given topic around the social impact of marketing on society.

Methodology

Given the exploratory nature of this topic, three focus groups were run (n=36) over three teaching periods, which at this point in time, no further insights were being uncovered. The topics for discussion were derived from their experience in developing the short digital story, how it compared to their expectations prior to commencing the assessment, and upon completion of the work. They were specifically asked to self-report their understanding of digital storytelling, and its implication in the context of engagement and sharing of ideas with other students. All the interviews were audio-recorded and transcribed verbatim. The audio-

recorded transcripts were reviewed repeatedly from which meaningful concepts were identified. Those that carried the same meaning were grouped together and a label was assigned. These labels were converted into themes that addressed the aim of the research.

Results and/or Discussion and Contributions

Three themes emerged from the results with an emphasis on developing student soft skills. Firstly, that digital storytelling is relevant to improved communication skills. As a communication method, it provides an enhanced way of connecting ideas and insights in a far superior manner than that of static learning often found in 'traditional' forms of assessment. This was particularly relevant for the international student, who can feel isolated when undertaking group work. The majority felt that in doing this assessment, they were challenged to think differently about the way they highlighted the key outcomes of their project, and how this might reach their target audience.

Digital storytelling provides an emotional connection for both the student and the audience. The students felt that by using a storytelling method, they were better placed to connect emotionally with their audience, as previously noted by Robin (2016). Whilst not ignoring the rational aspects of their market report such as the product being marketed, or the price to be paid, an unexpected insight (for them) was how influential the emotional component is within marketing strategy. Although they had been taught about the role of emotions, digital storytelling activity exposed them to how impactful these can actually be during the communication process.

Digital storytelling adds "excitement" to the learning experience and improves group collaboration. Marketing theory, particularly at postgraduate level, can be overly theoretic and students may struggle with the content when they commence the program. However, by applying a storytelling approach, they felt more connected to the marketing issue. Participants indicated most of them engaged more deeply with the group members compared to other types of assessments. As a sense making exercise, this in-depth collaboration was an outcome of the need to understand the facts behind each idea which added unexpected excitement to the final digital story.

Implications for Theory and Practice

The results of this initial investigation are now being translated into a survey as a way to empirically test these outcomes. Notwithstanding this, the results of the research contributes to theory by presenting an example on how technology and blended learning techniques do not drive student learning but rather create an opportunity to provide deeper engagement across a variety of student cohorts, in particular international students. The embedding of digital storytelling reduced the likelihood that group members worked in isolation. In practice, by encouraging creativity and using imagination as the basis of the assessment, students indirectly improved their soft skills, something that has been challenge (Robles, 2012). Digital storytelling offers an opportunity for students to realize higher order thinking, problem solving skills, collaborative learning, and more authentic assessment which conceivably leads to a greater sense of student engagement as part of the learning experience.

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The self-marketing mix: An educational opportunity

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Abstract:

This paper goes "back to basics" to demonstrate how marketing can be used to educate individuals in self-reflection, personal development, the identification of opportunities and planning for the challenges and biases of job market participation in an imperfect world. Through a comprehensive analysis of existing literatures, focused on employment-related decision-making, justification for the self-marketing mix framework is provided. As a result, the 4Ps of Self-Marketing, as exemplified by categories labelled as prowess, physical cues, persona and presentation, is a research evidence-based framework that critically reflects the realities of hiring/promotion decision-making. Subsequently, this framework offers significant substance to the development of educational and professional programs promoting strategic employability initiatives.

Keywords: employability, marketing education, personal branding

Introduction

The dearth of self-marketing/branding practitioner-based literature is popularized by the pressure on individuals to "succeed" in the era of consumerism. The literature is largely built on the false promise of guaranteed success (Arruda & Dixson, 2007; Montoya & Vandehey, 2002) largely biased toward white, middle-aged professionals, individualism and self-interest, superficial identity misrepresentation, often leading to feelings of diminished self-worth and the distortion of social relationships (Lair et al., 2005). However, as marketing, *per se*, encapsulates activities and processes for creating, communicating and delivering exchange offerings that have value to target audiences, its fundamental ideology can be effectively applied to the job marketplace to the benefit of *all* individuals in their job/career decisions and activities. In this sense, this paper goes "back to basics" to demonstrate how marketing can be used to help individuals self-reflect, engage in personal development, identify opportunities and plan for the challenges and biases of job market participation in an imperfect world. To this end, based on the rigour of decades of academic research, this paper develops the self-marketing mix; a fundamental organizing framework tailored specifically to the goal of employability.

Conceptual Background

The traditional marketing mix concept is an essential component of marketing strategy as it provides a framework that underpins the product-related decisions of marketing managers and which frames the evaluations of consumers (Goi, 2009). In a similar vein, a "self-marketing mix" can support personal development/presentational decisions of graduates that will ultimately influence the evaluations of potential employers and, as such, this notion is further developed. Essentially, if the self-marketing mix is to be of value (in terms of employability), the framework must represent the features of the individual upon which employers, and prospective employers, make their evaluations. On this basis, this study addresses the following research question: What are the characteristics of the job-seeking individual that underpin the decision-making of employers?

Methodology

As previously discussed, the self-marketing mix must reflect all aspects of the individual upon which employers and potential employers make their decisions relating to employment entry and, subsequent, career advancement. The marketing, human resource management and psychology literatures provide decades of research evidence in this respect. Drawing on these vast literatures, a qualitative methodology, using the logic of purposeful sampling (Green, Grace, & Perkins, 2016), followed a process of identification, prioritization and classification of scholarly work in the domains of interest. This process identified a total of 378 relevant (prioritised) articles/papers, which framed the final step, categorization. This step involved mapping the papers in a matrix type display (Miles & Huberman, 1994), which documented relevant key constructs and relationships between constructs in order to facilitate an informed classification of material. Of particular interest were the constructs that were identified as antecedents to the dependent variables represented in the key word search criterion. These antecedent variables where then grouped into meaningful descriptive categories, which involved assessment and re-assessment by several researchers in order to reach consensus on the most appropriate classification schema. Accordingly, the final grouping of antecedent variables was made on the basis of (1) what an individual can do (skills and abilities), labelled **Prowess**; (2) what the individual looks like, labelled **Physical Cues**; (3) who the individual is (as a person), labelled *Persona*; and (4) how the individual presents themselves through various verbal and non-verbal avenues, labelled *Presentation*. As such, the resultant self-marketing mix frames all communicable elements upon which employers, and potential employers, make

their evaluations.

Results: Self-Marketing Framework

Through a thorough analysis of existing literatures focused on employment-related decisionmaking, justification for the self-marketing mix framework is provided. The selfmarketing mix is comprised of elements relating to *prowess* (credentials, intellectual capability, skills and experience), physical cues (demographics, body parameters, aesthetics and attire/adornments), persona (personality, values, attitudes and preferences) and presentation (written, visual, vocal and virtual). Importantly, each of the self-marketing elements represent sources of personal information, upon which others, rightly or wrongly, make their evaluations. Having a thorough understanding of the aspects of the "product offering" (i.e. self) that are used as evaluative criteria by the "target audience" (i.e. employers) provides the first step in the self-management of employment/career potential. The "4Ps of Self-Marketing" framework reflects an enormous body of research (e.g., Baert, 2017; Bohnert & Ross, 2010; Cranmer, 2006; Dipboye, 1982; Drydakis, 2014; Hogan, Chamorro-Premuzic & Kaiser, 2013; Judge & Cable, 2004; Kroll & Ziegler, 2016; Nguyen & Gatica-Perez, 2012; Parsons & Liden, 1984; Rao, 2014; Smithikrai, 2007; Tang, 1993; Timming, 2015; Velasco, 2012, and many more) that critically reflects the realities of hiring/promotion decision-making and which, subsequently, has significant value for job-seekers and future academic research in this important area.

The traditional market mix, albeit adapted in various forms, has long provided the backbone for product decisions and subsequent marketing strategy. Supporting the same ideology, the selfmarketing mix, as presented herein, affords the individual opportunity to reflect on aspects of self that send important evaluative messages to employers/potential employers. In critically reviewing vast literatures in support of the self-marketing mix, this research attempts to bridge the "gap between academic research on occupational performance and the realities of the hiring process" (Hogan et al., 2013, p. 4). Importantly, this research was based on the desire to produce a framework that mirrors the nuances of employability as they stand in real world terms. For example, it is important that job seekers recognize that, in reality, they are not necessarily protected by legislative attempts to curb bias in the employment arena. To avoid legal backlash, employers will seldom justify their employment-related decisions, overtly, as being based on age, gender or racial preferences. However, to bury one's head in the sand and think that this does not happen, in actuality, represents a potential competitive disadvantage for job seekers. Being forewarned is being forearmed and, to this end, the self-marketing mix is offered as a reflective framework for individuals to use in planning for the realities of employment.

Implications for Marketing Educators

The Self-Marketing Mix provides a strategic framework, which can be adopted by educational institutions and professional career advisors to assist individuals in decision-making and planning in preparation for job marketplace entry and long-term career progression. Just as the traditional marketing mix frames the marketing decisions and processes related to goods and services, in terms of market evaluation, SWOT analysis, product positioning, marketing communications, ongoing evaluation and the likes, the self-marketing mix supports strategic self-marketing in the same manner.

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What's digital competency for marketing students?

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Abstract:

The changing digital world that students, educators, and industry practitioners now operate within has shifted the competency demands of graduates and inflicted seismic changes upon pedagogical practice and contextual delivery in the digitally-disrupted sector of higher education. In light of such, scholarship uses various terms (i.e. competency, literacy, dexterity, etc.) to conceptualize being able to cope and thrive in such a digital world. 'Digital 'competency' is a concept that reflects one is confident, well informed, and has practiced abilities to navigate various life aspects through applicable and relevant digital skillsets. The current research presents three focus groups with academic staff, industry experts, and university student to understand the element and conceptualisation of 'digital competency' in the field of marketing. Data was analysed through an open, axial, and selective coding process of thematic analysis and units of meaning.

Components of discipline knowledge in marketing

Elaine Plant, La Trobe University Peter Vitartas, La Trobe University

Abstract:

This paper reports on the development of a marketing ontology that can be used to evaluate the development of students' discipline knowledge in higher education study. It draws terms from existing textbooks and prior research. A list of 550 terms was identified and then evaluated by examining their use across 227 first year assignments. The results reveal a high proportion of term usage, although this was not among all students. It is believed such lists can be used to inform shortfalls in areas of assignment (e.g. concepts not being addressed) and in the development of intelligent tutor systems which can provide feedback to students on topic relevance in assignments. Being able to measure discipline knowledge is an important step in being able to assure employers of a student's preparedness for work and is a key challenge for most Universities today.

Keywords: Employability, Ontology, Tutoring Systems

Introduction and Research Aim

Each University in Australia is guided by the requirements and policy of the Australian Qualifications Framework (AQF) in their course design. The guidelines include the specification that Universities ensure that discipline-specific knowledge is covered in courses (AQFC, 2013). As part of the objectives of the AQF the framework provides guidance on ensuring there is consistency in qualification outcomes that underpins quality assurance arrangements. In addition, the AQF policy specifies the learning outcomes for each level and qualification type. The AOF specifies the learning outcomes criteria for a level 7 (Bachelors) course include graduates having a "broad and coherent theoretical and technical knowledge with depth in the underlying principles and concepts in one or more discipline areas of practice" (AQFC, 2013, p.13). The level 7 specifications are aligned with a three or four-year Bachelor's degrees. Typically, these are of 3-year duration of full-time study in Australia.

Discipline-specific knowledge incorporates the content that is specific to a discipline and is usually associate with a profession or specialist area of employment. Discipline-specific knowledge is more detailed than broad knowledge of a field, such as commerce and would incorporate theory concepts and elements used in undertaking analysis within the discipline. Within the field of commerce for example there are numerous discipline areas including; Accounting, Economics, Finance, Management, Marketing and Tourism & Hospitality. Also, for students to be gainfully employed they are expected to have a basic understanding of the vocabulary of the discipline in which they are seeking employment. This basic understanding is conveyed in courses that students study throughout their programs and they gain deeper understanding by undertaking majors and study in specific discipline areas. Obtaining discipline-specific knowledge is generally understood to be developed through learning activities and is evidenced through assessment and activities undertaken during a course. However, there is little transparency in the assessment of discipline-specific knowledge. For example, some academics will rely on any number of assessment tasks including: multiplechoice questionnaires, true-false questions, labelling diagrams, short-answer questions, essays, portfolios and end of semester examinations. This is despite Universities having policy stating courses include intended learning outcomes that are measured and aligned with assessment.

The identification of discipline-specific standards in marketing is unclear. A search for guidance from the literature did not provide any specific detailed approaches that could be adopted although it is noted the Australian Business Deans Council presented a report in 2012 providing a framework for teaching standards in marketing (ABDC, 2012). The aim of this study is:

to report on the development a marketing ontology that can be used to define marketing discipline-specific knowledge and be used to evaluate student knowledge of the discipline. We address the following research question in line with this aim:

R1: What are the key terms that best represent the discipline terms of marketing?

Methodology

To develop a list of terms used in the marketing discipline two popular texts were selected. One was a first year Marketing Principles text (Armstrong et., al., 2017) and the second a third year Strategic Marketing text (Reed, 2014). The first text was chosen as it provided broad coverage of the marketing discipline. The second text was used because it was based around strategic marketing content and was used in a capstone subject for the course. This text gave additional

depth to the subject and represented a final year subject in a marketing course.

We started by developing the ontology by extracting the glossary terms from each textbook. The glossary is the authors summary of key terms featured in the text. In the Armstrong text there were 368 terms. These included single and multi-word word concepts. This list was then broken down into the single term words resulting in 418 individual terms. By comparison the glossary in the second textbook was much shorter – a total of 200 terms. Only 82 words were common in the two lists, so the lists were combined resulting a combined list of 536 marketing words. The list was compared to an earlier developed list of 100 words (Vitartas et. al. 2016) and revealed an additional 33 unique marketing terms. The three lists were combined, then lemmatised to remove plurals and to provide only the base words for each of the terms identified. This resulted in a set of 550 unique marketing terms that formed the marketing discipline list. The list is available from the authors on request.

This list was then used as the basis for evaluating the marketing term usage across 227 first year marketing assignments. The assignment required students to undertake an assessment of the marketing issues facing an industry.

Results and/or Discussion and Contributions

The resulting analysis revealed that 375 (68%) terms were used by one or more students. However only one term was used by all students – 'marketing' while the most frequent terms, such as: 'market', 'industry', 'segmentation', 'environment', 'segment', 'analysis', 'product', 'new', 'marketing' and 'macro' were used by over 80% of students. Other terms with a high proportion of mentions by students included 'demographic', 'economic', 'consumer', 'environmental', 'growth', 'political', 'technological', 'income' and 'target'. Of interest in the analysis of termuse for this particular assignment and as a first-year class, is the range of words that have been included in assignments. Many of the most obvious marketing terms have been used as expected. However, what is informative is the proportion of students who have not used particular terms in the assignment – for example students were expected to have included discussion of the macro-environmental (PEST) elements during the semester and had the opportunity to incorporate these concepts into their assignments – however, while the terms 'environment' and 'economic' were used on average at least once by students, 'technological' and 'social' were used by only 71% and 52% respectively while 'legal' by less than 20%.

The development of employability skills in students is a key challenge for Universities (Treleaven &Voola, 2008). The use of computers for detailed analysis of assignments and student's work provides teaching staff with the ability to obtain a greater understanding of student performance and concept understanding. The development and refinement of such discipline lists can inform emerging tools, such as intelligent tutoring systems, and enable more detailed exploration of student performance so that it can be incorporated into evidence-based learning and used to evaluate assessment tasks (Gutierrez et. al., 2012). While developing discipline specific knowledge will not necessarily be sufficient alone (Hager, Holland & Beckett, 2002), it is believed building a strong understanding of discipline terminology enables students to develop their confidence and graduate capabilities and provides them with skills that will allow them to transition into employment more readily. Future research opportunities exist to include more discipline coverage from other textbooks, benchmarking across years of study and currency of existing textbooks with industry.

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Which international academic experiences impact cross-cultural adaptability?

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Abstract:

On a global stage where the workplace is undergoing seismic changes, Marketing graduates must be job ready and competitive. Graduates must have discipline-specific and generic skills, with cross-cultural skills at the forefront. These skills enable graduates to work with people from different cultural backgrounds. This study explores factors which may impact students' cross-cultural adaptability including socialising with others, participating in offshore study programs and completing international academic experiences 'at home'. Allport's (1954) contact theory suggests that contact with people from another culture will reduce prejudice. Kelley & Meyers' (1987) Cross-Cultural Adaptability Inventory is utilised in this quantitative study, augmented by additional background questions. Results found that socialising with people from other countries, completing an exchange or internship, internationalised content, group work, and learning a foreign language all impacted students' cross-cultural adaptability. Insights are given to universities to determine which programs to implement to develop the cross-cultural skills that employers require.

Keywords: employability, cross-cultural skills development, analysis of covariance

Introduction

The global workforce is undergoing seismic changes. Marketing students are expected to graduate with skills for current and future employability success. Discipline-specific skills cover current marketing practice, as these skills are essential to apply knowledge in the workplace (Dacre-Pool & Sewell, 2007). Among the generic skills that employers now require that are covered in current literature are teamwork, communication, ability to work with and interact with colleagues and others from many different social and ethnic backgrounds; perhaps with different languages, whether in Australia or overseas (Reichard, Serrano, Condren, Wilder, Dollwet & Wang, 2015; Chang, Yuan & Chiang, 2013; Deardorff, 2006; Caliguiri, 2006; Turner, 2006; Bennett, 2004). Graduates should be able to apply their cross-cultural skills and compete for roles in the global workforce (Jackson, 2013).

The aim of this study is:

To explore the effects of socialising, studying abroad, and participating in 'at home' international experiences on students' cross-cultural adaptability.

This study addresses the following three research questions in line with this aim:

RQ1: Does socialising with others impact students' cross-cultural adaptability?

RQ2: Do offshore academic experiences impact students' cross-cultural adaptability?

RQ3: Do onshore international academic experiences impact students' cross-cultural adaptability?

Theoretical Background

Allport's (1954) contact theory and Kelley & Meyers' (1987, 1992), cross-cultural adaptability theory, both underpin this study. Allport's theory suggests that cross-cultural contact will increase cross-cultural adaptability and reduce prejudice to people from a different culture. Pettigrew & Tropp (2009) found that mere contact would be enough for cross-cultural adaptability skills to develop. Kelley & Meyers (1987, 1992) cross-cultural adaptability inventory was developed to gather responses to 50 questions. Other studies have found that students reap significant benefits and cross-cultural skills from completing offshore programs (Leong, 2007; Sison & Brennan, 2012; Scharoun, 2016). An emerging offshore experience which is being embraced by business students is short-term 3-4-week international internships.

Universities have added internationalisation 'at home' experiences to benefit all students. These include internationalising the curriculum, encouraging students to work in cross-cultural groups and finding new ways to connect students with industry to prepare them for the global labour market (RMIT, 2015). Many studies have highlighted the problems of localinternational student interaction (McKenzie & Baldassar, 2017). Segregation and lack of enthusiasm on the part of local students to making friends with international students are supported by research (Woods, Poropat, Barker, Hills, Hibins & Borbasi, 2013; Bennett, Volet & Fozder 2013). There were some exceptions where foreign language by locals resulted in friendships with international students who spoke that language (McKenzie et al., 2017).

Methodology

This study employs a quantitative methodological approach to test the central research questions. An online survey containing the 50 CCAI questions (Kelly & Meyers, 1987) were collected from 214 business and marketing students, which were broken into two equal groups before the experimental manipulation. After EFA was conducted, new dimensions were adapted: enjoyment, tolerance, personal values, and valuing others.

Background demographic and socio-economic information was added to the survey, but as these factors remain unchanged by their international experiences, they were excluded. Information on students' previous cross-cultural experiences including hours spent socialising with others, having friends or family from another country, going on exchange, completing an offshore study tour, doing an international internship, completing courses with internationalised content, working in cross-cultural groups and studying a foreign language at university were also collected. ANCOVA analyses of covariance were conducted for each factor while controlling all others, to determine which factors impacted students' cross-cultural adaptability.

Results, discussion and contribution

This study found that: the following results were significant for the cultural dimensions: hours spent socialising affected enjoyment F(3,103)=3.06, p=0.032, having friends or family from another country - valuing others F(1,105)=8.39, p=.005, going on an exchange semester or year - tolerance F=(1,105)=9.96, p=.005, and completing an internship in another country - personal values F(1,105) = 4.25, p=.041. Completing a course with internationalised content enjoyment, F=(1,105)=7.80, p=.006, tolerance, F(1,105)=4.14, p=.043 and personal values F(1,105)=8.44, p=.004, completing a course with cross-cultural group work - valuing others F(1,105)=6.72, p=.011, or studying a foreign language at university - enjoyment F(1,105)=7044.26, p=.000, tolerance F(1,105)=1989.17, p=.000, personal values F(1,105)=4484.00, p=.000 and valuing others F(1,105)=5796.42, p=.000. These results show that students' crosscultural adaptability is impacted by these international experiences. Universities have an opportunity to develop and integrate the cross-cultural skills (as internships) across different programs. This study extends the literature on the positive impact of contact between international and local students, friends and family. It also extends cross-cultural adaptability theory as the adapted dimensions are an entirely new way of applying the CCAI in a different context.

Implications

To remain globally competitive, universities are looking for evidence about which programs have an impact on students' cross-cultural generic skills that employers require. This study provides evidence that exchange and the internationalising of the curriculum are still excellent methods for developing students' cross-cultural skills. It also found that the emerging area of international internships have an impact and should be extended and become a focus for marketing and business students. This study confirms research on the positive impact of 'at home' experiences: internationalised content, cross-cultural group work, and language learning at university. These should be a priority for universities to remain abreast of cross-cultural demands. Development of these cross-cultural adaptability skills will allow Australian universities to remain competitive in a global market place. Graduates armed with international experiences will enhance their competitive advantage and know how in the current and future global world of work.

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Social media and branding for higher education

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Abstract:

The widespread of social media facilitates many changes in the higher education sector including the branding activities of higher educational institutes (HEIs) at developing countries. Drawing from social information processing theory, this paper examines the influence of social brand engagement among prospective students on brand positioning, brand preference, and enrolment intention of HEIs taking into consideration of the mediating effects of brand cocreation, and brand trust. The quantitative findings from 384 undergraduates from Sri Lanka indicate that undergraduates' engagement with HEIs via social media develop a distinctive HEI brand positioning among the students, which, in turn, lead to their preference, and enrolment intention toward the HEIs. Furthermore, brand co-creation and brand trust were found to mediate the relationship between social brand engagement and brand positioning.

Keywords: social brand engagement, brand positioning, higher education institutions

Introduction & Research Aim

Increasing competitions among HEIs heighten the need to understand, manage, and leverage a strong brand positioning among the institutes (Rutter et al., 2017). Brand positioning assesses the competitive relationships among a set of brands by identifying the set of perceptions, preferences, and associations that prospective customers actually have about the brands (Park et al., 2017). The rising popularity of social media has offered opportunities for students to extract HEI information from existing and potential students (Schivinski et al., 2016). The more prospective students engage with the social media, the stronger exposures of the shared information of HEIs they have which, in turn, may shape the HEIs brand image in their mind. Social brand engagement is defined as "the student's level of interactions and connections with HEIs' brands based on interactions with other students with respect to the brands" (adopted from Altschwager et al., 2018, p.85). The social brand engagement has been theorized as an important strategic imperative to enhance students' relationships with HEIs in order to create competitive advantages for HEIs in the marketplaces (Clark et al., 2017). This allows the HEIs to share information, increase the prospects' exposure to the HEIs information such as degree offerings, facilities, fees structure, which influence the prospective students' enrolment decision (Lo Presti and Marino, 2019).

However, most of existing higher education studies are conceptual papers (Marginson, 2015; Mahat and Goedegebuure, 2016; Thoenig and Paradeise, 2018). The extant literature fails to account for how brand positioning can help HEIs circumvent a weak HEIs image or better leverage a favourable image in increasing students' preference, and HEIs' choice intention (Lomer et al., 2018). Moreover, it is unclear if the brand positioning differs between developed and emerging markets and if social brand engagement inhibits or facilitates the brand positioning process (Heinberg et al., 2019).

Using Social Information Processing Theory (SIPT), we argue that students' social brand engagement on social media induce them to have a higher level of trust on the HEIs and to cooperate with co-creation activities in order to create a unique position for their HEI brands which resulted in brand preference, and brand choice intention. Students' social engagement with their peers through different social media platforms helps them to gather information and to form their trust on HEI brands while encouraging co-creation activities to provide value-rich experience in order to create a unique position in the minds of the other students. That is students' trust in the information received from their peers and their engagement in co-creation activities creates a deep association with HEIs, which in turn influence their brand preference and choice intention.

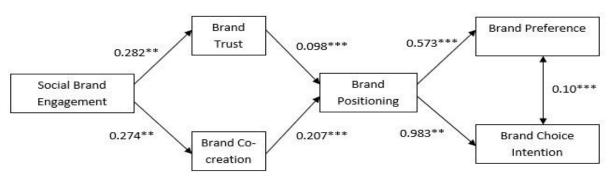
Accordingly, this study aims to address the following research question: To what extent social brand engagement influence the brand positioning of HEIs?

Methodology

To evaluate our hypotheses model, we employed a quantitative survey with undergraduates of Sri Lankan HEIs. Four HEIs have selected based on a) research-intensive, (b) teaching intensive, (c) regional-focused, and (d) special interest (Kandiko & Mawer, 2013). 400 questionnaires have distributed among the undergraduates based on systematic probability, and purposive sampling, 390 were returned and 384 were considered valid for subsequent quantitative analysis.6 were unusable because of the missing responses. The questionnaire was designed using and adapting existing scale items in the literature (Lu et al., 2015; Dessart, 2017; Amoako et al., 2017; Tajvidi et al., 2018; Kim et al., 2018; Dwivedi and McDonald, 2018). Structural equation modelling using AMOS by SPSS was conducted to test the conceptual framework.

Findings and Discussions

The result shows a good fit for the conceptual model, $\chi 2$ /df is 2.805 ($\chi 2 = 406.691$; df = 145), CFI is .943, GFI is .908, AGFI is .866, and SRSMR is 0.0488 and, thus, confirmed the proposed relationships. Social brand engagement had a significant relationship with brand positioning toward the HEIs via brand trust and brand co-creation. In turn, brand positioning had a significant influence on social brand preference and brand choice intention



This study enriches the marketing literature by showing how social brand engagement acts as a positive cue to enhances undergraduates' perception of positioning in relation to HEI brands. Further, the study highlighted the relevant mediators of the relationship between social brand engagement and brand positioning. Developing brand trust among the prospective students on social media, and their involvement with brand co-creation activities, are indispensable if HEIs' brands want to create a distinctive position in the marketplace which, in turn, to improve brand preference and brand choice intention in the higher education. Low level of brand trust would lead to a lower-level of positioning in the minds of the customers.

By taking the social information processing theory, and applying it to students in a higher education context (student-student engagement) an important contribution has been made in understanding the student mind-set when HEIs implement branding strategies.

There are two areas of managerial implications that contribute to practice (1) the managers should be able to demonstrate their ability, and willingness to provide an exceptional service in order to create a unique position in the minds of the undergraduates which affect HEIs' selection intention and (2) managers should encourage the stakeholders of HEIs to share their positive personal experience about HEI brands, using various available means of social media, so that they can depict their level of trust and increase the prospective students' trust relating to HEI brands.

Conclusion

Building a strong loyal student base and differentiating from competitors has become increasingly significant for HEIs to build a position that appeals to their student segment. To be drawing the conclusion based on the findings revealed, social brand engagement has the ability to create a significant influence on brand positioning. In addition, brand trust and cocreation help in positioning brand while mediating the relationship between social brand engagement, and brand positioning. A good HEI brand position can create an emotional link with the students by adding value to the students' experience with the HEI brands. Therefore, HEIs' brand positioning plays a crucial role in building strong brand preference and choice intention.

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Using dashboards to enhance authentic learning

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Abstract:

A key challenge facing marketing students on graduation is the ability to demonstrate industry ready capabilities such as critical analysis, and problem solving (Bolton 2018). To prepare for this challenge, higher education needs to design assessments that prepare students for corporate expectations. However, many students struggle with the presenting the critical analysis needed for marketing assessments. Dashboards are widely used within industry as tools to draw together volumes of information from diverse sources, track performance and make strategic decisions (Grewal, Motyka & Levy 2018; Schlee & Karns 2017). Adapting this idea, we have developed assessment tasks that utilise a dashboard design to help students structure their research, present analysis and develop insights. The dashboards are embedded in an early assessment and provide visual layouts that guide students to manage the research and analysis. Additionally the dashboards support the development of their insights from the research and their decision making processes.

Keywords: marketing education, critical thinking, employability

Introduction and Research Aim

In a rapidly changing and dynamic employment landscape, employers require marketing graduates to meet the challenges of this environment by demonstrating industry ready skills and capabilities such as critical thinking and problem solving (Bolton 2018). To do this, higher education needs to develop and design assessment tasks that prepare students for these expectations (Steel & Spiers, 2018). Dashboards were introduced as tool to facilitate and promote students critical analysis skills and capabilities, into the assessment tasks of a first year core Bachelor of Commerce Unit. We address the following research question in line with this aim:

RO1: To gain insights into the impact of dashboards in marketing assessment design to improve students' research, analysis and decision making skills.

Background and/or Conceptual Model

Developing strong critical thinking and problem solving skills are vital for marketing graduates as they prepare for careers in rapidly changing industries, careers managing and analysing data and careers making strategic decisions (Sweetwood, 2014). Yet critical thinking skills are difficult to teach and have been identified as requiring both more attention and emphasis in higher education (Dahl, Peltier & Schibrowsky 2018; Moore 2013). This difficulty stems from students relying heavily on a few sources, finding it difficult to integrate and critique sources and as a result finding it difficult to perform an effective analysis (Nentl & Zietlow 2008). Blooms taxonomy identifies that learning is a linear process occurring in six successive stages, using this model a difficulty faced by many educators is how to move students from the foundational stages (knowledge, comprehension, application) to the higher order critical thinking stages (analysis, synthesis and evaluation) (Athanassiou, McNett & Harvey 2003; Nentl & Zietlow 2008). Nentl & Zietlow (2008) found that teaching students how to conduct secondary research is one way to move students to these higher order skills and Athanassiou, McNett & Harvey (2003) found the use of graphics to visually depict collected information had a similar effect. Combining these two approaches we introduced Dashboards into an early assessment of a first year core Bachelor of Commerce Unit.

Dashboards are a widely adopted industry tool that brings together diverse information into a one page visual display to aid decision making and track changes (Grewal, Motyka & Levy 2018; Schlee & Karns 2017, Yigitbasioglu & Velcu 2012). Two dashboards were introduced to create a platform for students to collate, synthesis, evaluate and analysis their research, all higher order thinking skills in Blooms taxonomy, and to create unique insights and make decisions based on the comparative analysis of the dashboards (Steel & Spiers, 2018).

Methodology

A mixed methods approach was used to capture changes in student performance and the perceptions of students. The dashboards were introduced in the second teaching period of 2018 and the aggregated student performance for the assessment and overall was compared from pre and post introduction. The selected unit is a foundation commerce unit required for all students choosing a marketing major. The subject requires students to research and critically analyse industry standards and expectations and to conduct a self-analysis compared to the industry standards. The subject had 602 students in teaching period one and 788 in teaching period two. Comments about the student experience were collated from the anonymous student surveys at the end of both teaching periods. No identifying information was collected. Qualitative comments were analysed and coded into themes around perceived student performance, understanding of expectations and level of analysis. The typical student

profile is 19-22 years of age, with part time work experience, 52% male and 49% non-domestic students.

Results and Discussion

Student performance and perceptions

Student performance for the specific assessment improved by an average of five percentage points for both industry research and analysis, and self-assessment. The overall grade for the assessment improved by in

The biggest change occurred in the spread of marks for the two critical analysis sections in the assessment. After the introduction of the dashboard to collate and present the research and analysis the number of students achieving grades in the 60%-69%, 70%-79% and 80%+ ranges increased (Table 1).

Table 1 – Student performance

	Below 50%	50%-59%	60%-69%	70%-79%	80%+
Pre Dashboards	15%	25%	28%	19%	8%
Introduction	8%	20%	30%	26%	12%
Dashboards					

Students' critical analysis improved as students drew links between information from multiple sources, and from this, conclusions about their future career directions. These findings were reflected both by the change in the nature of students' email queries—less emails about where to look for information and more emails about what the insights they were developing meant—as well as a positive shift in grades of the section of the students' reports across the cohort.

Student comments in satisfaction surveys highlighted that students found the dashboards useful to collate and analyse their work, but also they perceived the workload as excessive. There had been no change in the assessment requirements except to demonstrate their research and analysis in the dashboards, but some students perceived the work as overwhelming, suggesting a possible cognitive overload. In the pre-dashboard teaching periods, students had 'skipped' areas of research if it was not easily available, shown in the grades achieved and the feedback provided on how to improve. Now, because they had a dashboard to 'complete' they perceived the need to research more broadly and synthesise and evaluate the information in order to 'fill in the boxes'. A key component in the development of critical thinking skills is students learning to seek information, extend their personal views, question assumptions and reflect on their actions (Dahl, Peltier & Schibrowsky 2018; Peltier, Hay & Drago 2006), the opposite of the descriptive writing that characterised student submissions previously where students accepted the authority of the author without question(Erikson & Erikson 2018).

Implications for Theory and Practice

Dashboards have been widely used in industry to track marketing activity (Grewal, Motyka & Levy 2018) and they have also been used to help teachers and students track subject progress (Yoo, Lee, Jo & Park 2015). This pilot research shows that the visual aspects of dashboards were very effective for improving students' understanding of the required research and analysis, leading to improvements in the research, analysis and subsequently improved grades. Conversely, students were able to see the required standards more readily and perceived higher levels of required work to achieve the grades they desired. The tool has so far led to improved analytical skills, and improve understanding of professional requirements.

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Student's creativity confidence for learning success

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Abstract:

The study investigates the role of student's creative confidence, their impact on the students' willingness to co-create knowledge during project-based team assessments and the consequent learning outcomes. The research also identifies unique context-specific boundary conditions that potentially facilitate or impede student creative confidence. In so doing, the study contributes to the marketing education literature by outlining innovative pedological practices with a specific focus on developing creativity skills among marketing graduates.

Keywords: student creativity, stakeholder engagement, co-creation of knowledge

Introduction and Research Aims

Creativity-related skills are important competencies for marketing graduates and key learning outcomes for business courses. A student's creativity is the foundation for developing problemsolving, critical thinking and analytical skills. Indeed, the education literature highlights the significance of fostering creativity among students in improving individual learning outcomes and employability (Cropley et al. 1997). The upsurge in the value of fostering creativity at universities is a result of the view that these institutions have traditionally produced graduates well-trained in applying conventional knowledge but limited in their creativity. Fostering creativity is part of a tradition in educational thinking that goes back to the ancient Greeks. The promotion of one's creative potential brings benefits to the individual in terms of better learning outcomes (e.g., Schubert 1973) and improved mental health (e.g., Cropley 1990), and also benefits society (e.g., Walberg & Staniha 1992) to resolve wicked problems such as climate change. Areas of business studies such as marketing highlight the significance of developing creativity skills among graduates (Wood et al. 2017). This importance is due to the dynamic nature of market conditions, the need for firms to differentiate themselves to gain a competitive edge, the integration of information technology in the wide spectrum of job profiles, and the nature of the contexts and industries in which marketing graduates are expected to work and perform. An exploratory study about the assessment of creativity in first-year undergraduate marketing courses found a deficiency in training and practice in creative problem solving (von der Heidt 2010). Montuori (2012) attributes this absence of creativity to our style of 'reproductive education', in which we view learners as consumers of and spectators to knowledge, rather than as 'embodied and embedded participant[s]' (p. 67). In any case, the absence of creativity elements in the curriculum is particularly problematic in marketing education as marketing is essentially about creating offerings that have value to customers. clients, partners and society at large (American Marketing Association 2007). Despite the endorsement, a lack of creativity has been observed in university classrooms (Finch et al. 2013); it 'rarely appears as part of the formal material of a course of tertiary study' (Petocz et al. 2009, p. 414). Though marketing courses promise creativity enhancement, the investigation of students' creative confidence and other contextual factors that can potentially influence their creative behaviour and participation in team projects requires further development. Contextual factors, such as external stakeholder involvement, diversity within the team, the size of the class, social loafing and team reflexivity, can influence a student's creative confidence and innovative behaviour. Drawing on the paradigm of componential theory (Amabile & Pratt 2016), the study investigates the above phenomena by proposing the following two research questions:

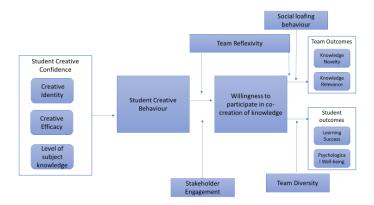
R1: What is the role of student creative confidence in student willingness to co-create knowledge for project-based marketing assignments?

R2: How do context factors such as stakeholder engagement, team reflexivity, team diversity and social loafing impact student creativity?

Proposed conceptual framework

The education literature discusses the ways that creativity can be nurtured by using various techniques among students, including imagery training, brainstorming, etc. (e.g., Franklin & Richards 1977). However, such studies have focused mainly on developing creativity among individual students with respect to course-level activities. Rather, creativity is enhanced when it is shared with others for co-creation of novel ideas. Marketing project-based team assignments require a high level of creative expression from student teams, which enhances the co-creation of new knowledge with the aim of achieving project deliverables. Student creativity and creative expression are rooted in the creative confidence of students. Such creative confidence is impacted by context factors, such as the presence/absence of an industry partner (i.e., stakeholder), team diversity, team reflexivity, etc. Managing such context factors may assist in enhancing creative confidence and the willingness to co-create and in improving learning outcomes. Drawing on the componential theory of creativity (Amabile & Pratt 2016), we hypothesize that a student's willingness to participate in project-based marketing assessments will be influenced by the student's creative confidence, which is comprised of creative identity, creative efficacy and subject knowledge. Students' creative efficacy forms a key component of their motivation to develop creative ideas (Gong et al. 2009). Similarly, students' creative identities (i.e., their perception of being creative) drives creative performance (Farmer et al. 2003). Strong subject knowledge is key for creative production. The combination of subject knowledge with creativity impacts a student's creative behaviour and the attainment of learning outcomes. Students' positive creative behaviour increases their willingness to participate in the co-creation of knowledge that is required for project-based assessment. Consequently, it will have a positive impact on team- and individual-level learning outcomes. However, context factors, such as stakeholder engagement, team reflexivity, team diversity and social loafing, may impact the relationship either by facilitating or impeding it.

Figure 1



Methodology

The study adopts a mixed method approach and involves two stages. Stage 1 involves in-depth interviews of students enrolled in project-based marketing units that facilitate creativity skills; these interviews will be followed by surveys. In Stage 2, action research methods will be engaged to design L&T instructional activities and assessments to develop creativity skills among students.

Theoretical and practitioner implications

Overall, the study takes a developmental perspective on enhancing student creativity skills rather than assuming that creativity is an inherent trait. As a result, the conceptual framework theorises the role of creativity confidence among students as an important attribute to achieve learning success in project-based assessments. Further, it is suggested that educators can potentially foster creative confidence by creating a student-centred learning context and by using unique L & T practices focussed on building creativity skills. Specific context factors such as stakeholder engagement in student projects, and, specifically, how experience with industry-based stakeholders fosters student creative self-efficacy and identity in team environment is not been researched within marketing education literature. We suggest using such stakeholder engagement on student projects may represent a beneficial approach to enable students to develop creativity skills to real-world problems in age of turburlence.

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Retailing and Distribution

Managing sales-marketing interface in pharmaceutical industries

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Abstract:

Sales and marketing, as different functional departments, experience difficulty to strive together towards common organisation goals. Specifically, understanding and managing the inter-departmental Sales-Marketing Interface (SMI), especially where differences and overlapping functions exist. This case study explores the SMI of a multinational pharmaceutical company situated in Gauteng, South Africa. Reliable quantitative data (α≥0.90) from both employee groups were collected. The results indicate that Inter-functional trust and Sales & Marketing collaboration (with effect sizes of 0.73 and 0.83, respectively) have intermediate practical significant differences between sales and marketing. Further analysis indicated that there are also three common factors relevant to both the sales and marketing departments. These factors are Organisational orientation, Interdepartmental relationships and Interdepartmental efficiency; they explain a cumulative variance of 70.6%. This paper suggests that SMI should be part of strategy formulation and execution so that the marketing and sales functions coordinate fully to realise common- and organisational goals.

Keywords: SMI, relationships, efficiency

Introduction and Research Aim

The focus of this study is to investigate the Sales-Marketing Interface (SMI) (collaboration of Sales and Marketing Departments) and its effect on business performance one of the top eight generic pharmaceutical companies in South Africa. The company deals in the sales and distribution of generic prescriptions, over-the-counter medicines and originator prescription products. They also offer generic anti-retroviral medicines to needy patients in Southern Africa, supporting national government in their effort to control the AIDS pandemic. The company has a Sales and Marketing department which are managed separately; this made the company an ideal choice for a SMI case-study.

The sales and marketing functions of an organisation strive towards common goals such as to understand their customers' needs, provide high-level customer service, solve customers' problems and to maximize sales revenues (Douglas & Le Meunier-FitzHugh, 2016). They strive to do so by outsmarting the competition and be more competitive to establish the organisation as supplier of choice (Hanekom, 2018). However, these two departments are frequently managed as individual functions; each has its own objectives, behaviours, and culture. This separatist functional approach could obstruct coordination, cooperation and collaboration to achieve both their functional- and organisational goals (Douglas & Le Meunier-FitzHugh, 2016). Inadequate SMI is characterized by poor coordination, miscommunications, conflict, non-cooperation, signs of frustration, distrust and dissatisfaction with the other group's performance, disharmony, and poor understanding of each other's roles, which inhibits achieving the benefits of collaboration (Dewsnap and Jobber, 2002, Malshe & Soni, 2009; Johnson & Viio, 2016; Hanekom, 2018). Both groups regularly undervalue the other group's contributions and business worth. Economic and cultural friction are, amongst others, also core sources of poor SMI (Kotler, 2016). Already at the turn of the century, managerial specialists warned that the poor relationship between sales and marketing causes organisational inefficiencies and lower sales revenues (Dewsnap and Jobber, 2002; Kotler et al., 2006; Kyckling, 2010) this problem remains a managerial challenge (Johnson & Viio, 2016; Douglas & Le Meunier-FitzHugh, 2016; Kotler, 2016; Hanekom, 2018).

The aim of this study is:

To identify and measure the elements in the Sales-Marketing relationship so that effective managerial interventions could be developed to improve business efficiency.

We address three research questions in line with this aim:

RQ1: How does the Sales-Marketing relationship effect business performance? RQ2: What elements of the Sales-Marketing relationship differs significantly? RQ3: Which common factors exist in the sales-marketing relationship?

Theoretical background

The theory of the SMI dysfunctional model by Malshe et al (2016) underpins this study. Malshe et al. (2016) postulate that two sets of dysfunctional experiences cause poor SMI in an organisation, namely

- Communication paucity where marketers experience being undervalued and ostracised, and/or active ignorance of marketing efforts, while salespeople experience feelings of being a nuisance and/or usurping of his/her position.
- Overt conflict where marketers experience insufficient resource allocation, and/or being targeted combined with a sense of hopelessness, while salespeople experience feelings of being strategically inferior and enter into overprotection behaviour.

This lack in SMI collaboration then leads to

- Marketers develop feelings of increased scepticism towards salespeople and/or being directionless and futile in generating sales.
- Salespeople develop a greater tendency towards "lone wolf" behaviour while an increased questioning of marketing's focus results in more role conflict.

Mashe et al.'s (2016) model further state that the poor SMI shows "snowball characteristics", and that it requires fast and effective managerial interventions to prevent catastrophic breakdown in SMI.

Methodology

The population, consisting of all the employees in the Sales and Marketing departments, was targeted to complete the validated 5-point Likert scale STRATMARKTM questionnaire (Kyckling, 2010, Frösén, 2016). Six antecedents, namely Inter-functional trust, Interfunctional rivalry, Interface formalisation, Actionability of information, Inter-functional conflict, and Sales & Marketing collaboration are measured by 34 questions. Some 33 from Marketing and 28 from Sales responded. The adequacy of the number of responses (KMO_{Sales} 0.85; $\alpha_{Marketers}$ 0.88) and the reliability of the data (α_{Sales} 0.90; $\alpha_{Marketers}$ 0.91) for both groups were satisfactory (Field, 2009). Inferential statistics determined mean scores on importance for the constructs, the effect size (Ellis & Steyn, 2009) was used to determine practical significant differences while exploratory factor analysis identified common factors between the sales and marketing groups.

Results and Discussion

All six antecedents are regarded to be important by both groups $(4 \ge n \ge 3)$; no antecedent distinguish itself to be very important ($n\geq4$). Two antecedents, *Inter-functional trust* (0.73) and Sales & Marketing collaboration (0.83) showed practical significant differences ($d \ge 0.70$). This means that, in practice, managerial interventions should be initiated to inspire mutual trust and mutual collaboration between the groups to improve SMI. The exploratory factor analysis, explaining 70.6% variance, identified three factors in SMI, namely: Organisational orientation (29.6%), Interdepartmental relationships (22.7%) and Interdepartmental efficiency (5.95%). The first factors related to common goals for the sales and marketing functions, while the second factor deals specifically with relationships in SMI. Efficiency, as third factor, highlights realisation of goals, thus the outcomes such as sales revenue.

Implications for Theory and Practice

This paper, from a managerial standpoint, suggests that successful strategy formulation and execution requires that the marketing and sales functions coordinate fully to realise commonand organisational goals. A competitive market strategy is just as efficient as the execution thereof; organisations such as the pharmaceutical company cannot allow internal rivalry and mistrust compromise their market share. SMI is therefore an important strategic thrust towards competitiveness. However, many organisations regard the SMI as an internal managerial issue, and do not specifically formulate managerial strategies to optimise SMI. This thinking is flawed and costly; this paper aims to change this perception and encourage companies to formally strategise and optimise their SMI so that they could improve their competitive stance in the marketplace.

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Are odd prices against all odds in a luxury context?

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Abstract:

This article interrogates the existence of odd prices (i.e. prices just below a round number) in a luxury context, where they should theoretically not exist. Specifically, it investigates odd pricing in a luxury context using three empirical studies. An exploratory first observes that odd prices are massively used in the luxury women handbags category. Drawing on the oddending price justification effect, a quantitative Study then explains this practice by luxury brand managers' beliefs in the drop-off and the meaning mechanisms by which odd prices have been shown to influence consumers in the FMCG industry. Running counter to literature which assumes that odd pricing is not appropriate in a luxury context, these findings provide noteworthy theoretical insights and interesting managerial implications for luxury brand managers involved in price setting.

Keywords: Odd pricing. Luxury industry, Managerial beliefs.

Retailer selection compulsion at the BoP

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Abstract:

Although enduring relationships between buyers and sellers encourage the base of the pyramid (BoP) consumers to shop at a particular retailer, these relationships have a negative side. This study focuses on the issue of 'retailer selection compulsion' existing in the BoP market. The factors driving the retailer selection compulsion at the BoP market are identified using a qualitative phenomenological approach. Sixty interviews were conducted with BoP consumers in the slums of Kolkata and Kharagpur, India. The findings demonstrate that BoP consumers are compelled to stick to their neighbourhood retailers due to convenience, social capital, and obligations, as well as social identities resulting in social compulsion. This study deepens the current understanding of social capital, social identity, and bounded rationality theories in the BoP context. The findings will help further entrepreneurial activities, improve the retailing operations of the BoP retailers, and address exploitative practices of retailers on BoP consumers.

Keywords: social capital theory, social identity theory, bounded rationality theory.

Cigarette purchase patterns among light and heavy buyers

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Abstract:

Cigarettes constitute a very large product category, with extremely adverse health outcomes for consumers. Knowing more about cigarette purchasing will inform researchers, and help policymakers make better decisions about this product. We examine how heavy cigarette buying households differ from 'light' or infrequent buying households, and how this buying behaviour differs according to season. The study finds heavy cigarette buyers purchase at 45 times the frequency of light buyers, and also buy approximately five times as many cigarettes on each occasion. July is the peak summer month for cigarette purchasing and we find this is driven by a slightly larger than normal proportion of heavy buyers buying in that month, who also buy slightly more frequently in the month.

Keywords: cigarettes, purchasing, seasonality, heavy buyers.

Researcher(s) own analyses calculated (or derived) based in part on data from The Nielsen Company (US), LLC and marketing databases provided through the Nielsen Datasets at the Kilts Center for Marketing Data Center at The University of Chicago Booth School of Business.

The conclusions drawn from the Nielsen data are those of the researcher(s) and do not reflect the views of Nielsen. Nielsen is not responsible for, had no role in, and was not involved in analyzing and preparing the results reported herein.

Introduction and Research Aim

Cigarettes are a massive product category in the United States with approximately 240 billion cigarettes sold in 2017 (CDC, 2018). The harm caused by smoking is well documented. Over 5 million premature deaths per year worldwide are attributed to tobacco (WHO, 2012) and nearly half a million per year in the USA (CDC, 2011b). Other adverse health effects include cancer, bronchitis, emphysema, and stroke (Chaloupka and Warner, 2000), as well as heart disease, asthma (Helms, King and Ashley, 2017), and cataracts (Song and Ling, 2011) among others. The focus of the present study is cigarette *purchasing*, but we incorporate relevant work on smoking incidence to inform the discussion. Past work on this area has included estimating the size of the smoker population (Census.gov, 2016); the proportions of infrequent to daily smokers (CDC, 2011a); the motives of infrequent and heavy smokers (Shiffman et al., 2012), and, the incidence of 'social smoking' (Shiffman et al., 2015), which is defined as smoking only with others or only in social situations (Song and Ling, 2011).

Despite the large amount of research conducted on smoker/cigarette buyer behaviour, some notable knowledge gaps exist. We know that heavy smokers buy and consume many more cigarettes than light ones (Dawes, 2014). However, is the principal difference between the heaviest and lightest cigarette buyers (a) the number of occasions they purchase cigarettes in a year, or (b) that they buy more cigarettes on each occasion - or both? Understanding which factor more starkly distinguishes heavy smokers from light ones would be a useful contribution to knowledge in this area.

Past research has indicated higher levels of smoking in (warm) summer months (Chandra and Chaloupka, 2003; Marynak et al., 2017). A question arises, if cigarette purchasing is higher in summer, is this caused by heavy or regular smokers buying more each time, or more often, or is it people who are otherwise non-smokers, or very infrequent smokers buying in this period? Answering these questions will provide additional understanding of consumer behaviour pertaining to this harmful product, and will inform onset prevention or cessation policy. The aim of this study, then, is to examine and compare the purchasing of cigarettes by light and heavy purchasers. Furthermore, to shed light on a seasonal uplift in cigarette purchasing, by identifying how purchasing by light and heavy cigarette buyers differs according to season. The intent is to enhance the knowledge base for tobacco researchers and policymakers. Note, due to the nature of the panel data we can only examine cigarette purchasing at the household level.

We address two research questions in line with this aim:

RQ1 How do heavy cigarette purchasers compare to light ones in terms of purchase frequency (# occasions per month and year) and average purchase amount (# cigarettes per purchase occasion).

RO2 How does cigarette purchasing by light and heavy purchasers vary according to season.

Method

We use data from the large Nielsen US consumer panel for the year 2016. The panel comprises over 50,000 households who continuously scan their consumer goods purchases (Kilts Centre for Marketing, 2019). We identified households who purchased cigarettes in the year and split them into quintiles according to total cigarettes bought, i.e., the lightest 20% of buying households to the heaviest 20%. We then calculated the number of households buying cigarettes at all in each month, the average number of cigarettes purchased on each occasion, and the average number of purchase occasions in the month and over the year. Due to space limitations we present results for only the lightest and heaviest quintiles.

Table 1 Cigarette purchasing Quintiles (USA, 2016 calendar year)

	Quintile 1, lightest 20%,				Quintile 5 heaviest 20%			
	N= 1666 households buying, Avg 1.1 purchase				N= 1476 households buying, Avg 48.7 purchase			
	occasions p.a., Avg 28 cigs per HH				occasions p.a., Avg. 6,552 cigs per HH			
	N of HH's buying	Avg. Cigs per Occ'n	Avg. Occ'n per month*	Total cigs bought	N of HH's buying	Avg. Cigs per Occ'n	Avg. Occ'n per month	Total cigs bought
Jan	200	25.6	1.1	5,370	1341	133.4	4.4	783,235
Feb	156	22.8	1.0	3,640	1369	134.6	4.3	787,390
Mar	144	24.1	1.0	3,560	1365	133.3	4.5	816,790
Apr	152	23.2	1.0	3,660	1367	133.7	4.4	811,900
May	172	23.8	1.0	4,235	1390	133.1	4.5	834,545
Jun	166	22.9	1.0	3,895	1372	133.8	4.5	831,525
Jul	168	23.2	1.1	4,080	1394	134.0	4.7	867,560
Aug	111	22.9	1.0	2,615	1380	134.1	4.5	838,830
Sept	127	24.8	1.0	3,155	1354	137.7	4.4	813,655
Oct	162	22.6	1.0	3,700	1349	134.7	4.4	802,010
Nov	148	22.8	1.0	3,495	1314	135.4	4.2	742,540
Dec	163	23.1	1.0	3,860	1296	137.3	4.2	740,850
Avg.	156	23.5	1.1	3,772	1359	134.6	4.4	805,903
Tot.	-			45,265	-			9,670,830

^{*}per month that these buyers buy cigarettes: only a fraction of the light quintile buy in any month

Results

The heaviest quintile of households purchases cigarettes at 234 times that of the lightest quintile (6,552 cigs p.a. vs. 28, see Table 1). Interestingly, the heaviest 20% of buyers account for 74% of all cigarette purchases, so cigarette purchasing comes close to the archetypal 80/20 Pareto ratio (compared to, for instance the heaviest 20% of buyers accounting for 56% of sales for both coffee and breakfast cereal). In relation to RQ 1, we see that this difference between lightest and heaviest quintile is most manifest in purchase frequency. Buyers in the heaviest quintile buy at 48.7 occasions per year compared to just 1.1 for the lightest (p<0.01). Indeed, in any given month they buy cigarettes on average 4.4 times, perhaps indicating a regular, weekly shop. Heavy buyers also buy approximately 5.5 times more cigarettes per occasion (134 vs 23.5, p<0.01).

The peak summer month for cigarette purchasing in the US is July (Chandra and Chaloupka, 2003; Marynak *et al.*, 2017). Table 2 indicates a slight increase in purchasing by the lightest quintile in July, but there are also some increases in May and January. There is a modest increase from the heaviest quintile – 867,000 cigarettes bought, which is approximately 8% higher than the monthly average of 805,903. This increase is manifest as slightly more heavy buyers buying in July (1,394 compared to the average of 1,359 households in quintile 5) and also buying somewhat more frequently in July (4.7 times compared to 4.4 times on average). The number of cigarettes bought per occasion is the same as the average. Therefore, the answer to RQ2 is that the summer uplift in cigarette purchasing appears to come from heavy smokers; mostly from them purchasing slightly more frequently in July. Interestingly, however January is the peak month for the *lightest* buyers.

Conclusions

This study has contributed to knowledge about the purchasing behaviour of light and heavy smokers. The public policy implication is that it is the heavy smokers who do more harm to

themselves in summer, therefore efforts to help them quit or reduce smoking should be more in summer. Other interventions to limit the smoking/socialising link appear justifiable.

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Research shopping and purchase value

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Abstract:

Research shopping is a term to describe consumers' use of multiple channels in the lead-up to a purchase. It is a ubiquitous behaviour for consumers today and a common finding is that these shoppers spend more than those shopping in a single-channel. However, it is not clear how this relationship depends on the combination of channels which are used prior to purchase, and whether this relationship is causal (i.e. more channels leads to more spend) or if shoppers who set out to spend more inherently use multiple channels (i.e. self-selection) for a given purchase. We empirically test the relative value of different research shopping behaviour through a segmentation study across product categories. Findings show notable differences, with segments who engage with friends and/or social media being associated with the highest purchase value. These findings have important implications for the apparent value of omni-channel retailing strategies.

Keywords: Research shopping, omni-channel retailing, web-rooming

Consumers' contamination concerns in sports retailing

Fabian Nindl, WU Wien

Abstract:

Whereas many industries profit from the continuous growth of the sharing economy, others seem to fall behind. Especially, sports retailing faces a tremendous challenge in convincing customers to use their service innovations. Recent research found that contamination concerns are among the biggest barriers of consumer adoption. In this paper, two explorative studies and a 2x2 experimental study (n= 204) are conducted to provide suggestions on how to reduce contamination concerns. Results reveal that when companies vividly highlight professional cleaning measures against potential contamination sources, consumers exhibit less contamination concerns and product evaluations (attitude, intention, WTP) increase.

Keywords: access-based consumption, contamination concerns, hygiene

Introduction, Research Aim, and Background

Over the last years, sharing economy companies such as AirBnB and Uber have demonstrated their potential to disrupt traditional industries. These potential challenges marketers face are also shaping the future of retailing. Innovative companies such as Omni let customers rent and try out consumer items and durable goods for a fraction of the cost to own it.

A specific barrier, consumers face in the realm of the sharing economy, is the fear of contamination. Fear of contamination refers to the perception that an object has been in contact with a different source and has therefore been contaminated by the transfer of germs, bacteria or potential harmful residue (Nemeroff & Rozin, 1994) which can lead to the activation of a disease-avoidance system (Griskevicius & Kenrick, 2013).

Contamination concerns also pose a threat to the adoption of access-based-consumption (Bardhi & Eckhardt 2012) Research has already revealed that threats of contamination are present in the minds of access-based-consumption users (Hazée et al., 2017). Edbring et al. (2016) argue that the contamination barrier is one of the major psychological barriers that prevents people from engaging in access-based consumption. Moreover, contamination concerns are often associated with dirt and lack of cleaning measures (Morales & Fitzsimons, 2007). Until now, research in the sharing economy has not determined whether communication about cleaning measures is effective in reducing consumers' contamination concerns. Additionally, research on access-based consumption in sports retailing has not been conducted.

Therefore, the research question of this study is:

Does the communication of cleaning measures influence consumers' contamination concerns and product evaluations of sports goods?

Answering this question in the field of sports retailing is of importance because the sharing and accessing of goods is expected to grow to €335 billion by 2025 (PricewaterhouseCoopers 2015). Moreover, the research is fully in line with the European research agenda EU 2020 which puts emphasis on sustainable consumption of goods and services (Hernandez-Bataller 2014). and the World Bank has projected that global waste generation will double over the next decades. Sports products which main components often are polyester and plastic are also regarded as prominent micro-plastic pollutants. Alternative modes of consumption are therefore recommended (Kaza et al. 2018).

Methodology

Two explorative studies (of quantitative and of qualitative nature) were conducted to uncover desires for information about products and prior usage (n = 193) and circumstances under which people would rent running shoes (n = 81). Based on these results, an experimental study was developed.

The main study was programed on Qualtrics and distributed on Amazon Mechanical Turk (MTurk) in the USA. Respondents were invited to participate in a 2 (Cleaning Information: Yes vs. No) x 2 (Prior Usage: Low vs. High) between subject experiment.

Respondents were asked to imagine a situation where they are on vacation and want to do some sports, however, they forgot their athletic footwear. Therefore, a near shop provided them with a rental offer of running shoes. Through randomization, respondents were then assigned to one of the four conditions. Next, participants answered questions about their attitude toward the offer, WTP, intention to make use of the offer, and contamination concerns comprised of concerns regarding bacteria, disgust, and touch.

Results and/or Discussion and Contributions

A two-way ANOVA was performed to examine the effect of cleaning information and prior usage on attitude. Attitude was measured on a 5-point Likert scale (e.g., I think this offer is 1 = good, 5 = bad). The results of the 2 (Cleaning Information: Yes vs. No) x 2 (Prior Usage: Low vs. High) ANOVA on attitude indicated a significant main effect on cleaning information, (F(1, 200) = 8.56, p = .004, η 2p = .041), and a marginally significant main effect on prior usage (F(1, 200) = 3.72, p = .055, η 2p = .018). No significant interaction between cleaning information and prior usage was observed, (F(1, 200) = .006, p = .94).

Willingness to pay (WTP) was measured via a ruler-question from \$0 to \$10 with one decimal. ("How much would you be willing to pay for one day to rent the shoes?"). On average, respondents were willing to pay roughly 5 (MWTP = 4.77) per day to rent the running shoes. The results of the 2 (Cleaning Information: Yes vs. No) x 2 (Prior Usage: Low vs. High) ANOVA on WTP returned no significant main effects. Nevertheless, the results showed the same tendency for WTP as for all other dependent variables.

To uncover intentional behavior, another two-way ANOVA was performed. Similar to WTP, intention was measured via a ruler-question. Respondents were able to state their likelihood of renting the respective running shoes in percentage values ("How likely are you to rent the shoes?"). The results of the 2 (Cleaning Information: Yes vs. No) x 2 (Prior Usage: Low vs. High) ANOVA on intention indicated a significant main effect on cleaning information, (F(1, 200) = 8.65, p = .004), and a significant main effect on prior usage (F(1, 200) = 6.14, p = .014). No significant interaction between cleaning information and prior usage was observed, (F(1, 200) = .156, p = .69).

To better understand the effect on contamination concerns, respondents rated several items on a 5-point-Likert scale. They were presented with questions on bacteria, disgust and touch (α = .91). Contamination concerns were measured according to Hazée et al. (2019) and slightly adopted. A two-way ANOVA was run to examine the effect of cleaning information and prior usage on contamination concerns. The results of the 2 (Cleaning Information: Yes vs. No) x 2 (Prior Usage: Low vs. High) ANOVA on contamination concerns indicate a significant main effect on cleaning information, (F(1, 200) = 8.33, p = .003), No significant main effect on prior usage (F(1, 200) = 1.88, p = .17) was observed. No significant interaction between cleaning information and prior usage was observed, (F(1, 200) = .532, p = .47).

Implications for Theory and Practice

The findings of this research suggest that rental companies should vividly highlight professional cleaning measures against potential contamination sources to significantly increase consumer's access-based consumption evaluations. Companies can benefit twofold: On the one hand, they can use their access-offers as a customer acquisition device and on the other hand, they add value to society by reducing unnecessary consumption and saving resources.

Additionally, this research contributes to theory on access-based consumption and contamination theory by highlighting the importance of cleaning measures. Researchers could examine underlying reasons (e.g., which role plays trust?) for these results. Additionally, research for policy makers is needed on how sharing economy offers have to be designed to decrease wasteful consumption and increase access and usage of consumer goods.

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A segmentation of cross-channel free-riding behaviour

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Abstract:

Cross-channel free-riding behaviour is an increasingly common phenomenon among consumers. This practice entails browsing in and obtaining services from one retailer in one channel, while making the purchase in another. As cross-channel free-riding behaviour poses critical challenges for retailers, further understanding of the reasons why consumers engage in such behaviour is required. Through a cross-sectional online survey, this study proposes a segmentation model and offers insights into the drivers of cross-channel free-riding behaviour in its two configurations of showrooming and webrooming. The study identifies three consumer segments and explores the characteristics and drivers of cross-channel free-riding behaviour within these consumer groups.

Keywords: Cross-channel, Showrooming, Webrooming

Introduction and Research Aim

Cross-channel free-riding behaviour occurs when a consumer engages with one firm to obtain services (e.g. try on clothing) and then switches channels to purchase from another (e.g. from an online marketplace) (Gesler et al., 2017; Flavián et al., 2016). Depending on the direction of channel movement, webrooming (web to store) or showrooming (store to web) may occur. Showrooming and webrooming are thus both forms of cross-channel free-riding behaviour (Gesler et al., 2017; Flavián et al., 2016). While these behaviours provide convenience and flexibility to consumers, many retailers are increasingly concerned about the effect of cross-channel free-riding on retail sales (Gesler et al., 2017; Venkatesan et al., 2007). This emerged as a major issue following the Global Financial Crisis (GFC) of 2008 and resulted in significant decreases in retail foot traffic (Banjo & Fitzgerald, 2014). Since this time, cross-channel free-riding has continued to grow (Bhattacharjya et al., 2016; Mehra et al., 2013), with webrooming accounting for \$1.8 trillion sales in 2017 (Salesforce, 2018).

Against this background, the aim of this study is:

To provide a typology of cross-channel free-riding behaviour by identifying consumer segments and analysing the drivers of such behaviour.

Background

Recent studies have examined the factors driving showrooming and webrooming behaviour (Flavián et al., 2016; Gensler et al., 2017; Daunt & Harris, 2017; Fernandez et al., 2018; Santos & Goncalves, 2019). However, there is still a gap to address related to the existence of different types of consumers engaging in cross-channel free-riding behaviour when shopping. We propose a segmentation model based on three behavioural variables capturing the intensity of showrooming, webrooming and in-store mobile usage. In-store mobile usage empowers consumers by making them feel more knowledgeable and competent as well as stimulating deal-seeking behaviours and giving them the opportunity to find better value by engaging in cross-channel free-riding behaviour (Fuentes & Svingstedt, 2017).

Based on previous literature, we propose that cross-channel free-riding behaviour may be driven by consumer-specific variables (psychographics and demographics) and shopping-specific contextual factors. We include information seeking, defined as the need for information regarding product attributes (Noble, Griffith, & Weinberger, 2005), as a covariate of the segmentation model as this can improve consumers' cognitive evaluations of products (Alba & Hutchinson, 1987). Consistent with the uncertainty-reduction proposition stated by Flavián et al. (2016) and Gesler et al. (2017), this study accounts for the degree of confidence in online and offline shopping as well as the frequency of online shopping activities as factors which may drive cross-channel free-riding behaviour. Psychographic variables including price consciousness, brand consciousness and time pressure, as well as demographics such as age and gender, were also included.

Methodology

Data were collected via an online survey administered through Amazon Mechanical Turk (MTurk) leading to a final sample of 400 respondents. To profile their typical multichannel behaviour, respondents were asked to recall recent shopping trips in the prior three-month period and report their showrooming and webrooming activity as well as their usage of mobile devices during these experiences. Based on responses to these questions, three index variables were created to measure the intensity of showrooming, webrooming, and in-store mobile usage. Consumer-specific (psychographic and demographic) and shopping-specific contextual profiling questions were then asked and included in the model as covariates

to predict the latent class membership probability (Vermunt & Magidson, 2002). All variables showed an appropriate level of reliability and validity (Hair et al., 2010). Segmentation analysis was conducted via latent class analysis (LCA) using LatentGold 5.1 (Vermunt and Magidson, 2002).

Results

Results indicate a three-segment solution, with groups differing in terms of behaviour, shopping-specific factors, psychographics and demographics:

Opportunistic (58%). The largest segment shows low to moderate cross-channel free-riding behaviour and engages in this activity 'in the moment'. High in-store mobile device users, these consumers frequently engage in price comparison, consultation of product reviews, and product information search. Lower prices, free shipping, home delivery, purchase urgency, convenience, and ability to touch and feel the product are the main reasons driving their crosschannel free-riding behaviour.

Planned (22%). Displaying a high propensity to showroom and webroom, as well as high levels of in-store mobile usage, these consumers engage purposefully and systematically in crosschannel free-riding behaviour. This behaviour is mainly driven by lower prices, free shipping, deals, purchase urgency, convenience, and ability to touch and feel the product. When webrooming, 40% of shoppers switch channels but not retailers; however, the majority (60%) switch and purchase from a competitor. Intense information seekers showing a high degree of in-store shopping savviness, they purchase online more frequently and are younger.

Forced (20%). These consumers' cross-channel free-riding behaviour is a result of influences outside their control, such as out-of-stock products. Rarely using their mobile while in store and less eager to seek information, this segment report very low showrooming and webrooming behaviour, which is mainly driven by unavailability of products. When webrooming, 35% of these consumers switch channels while remaining with the same store, but the majority (65%) switch and purchase from a competitor. Less savvy in their in-store shopping and less brand conscious, they shop online less frequently and tend to be older.

Significant covariate coefficients were found for information seeking (Wald=14.134, p<0.001), in-store shopping savviness (Wald=15.63, p<0.001), and age (Wald=20.92, p<0.01). Online shopping savviness, time pressure, brand consciousness, and online shopping frequency did not vary by segment.

Implications for Theory and Practice

This study advances knowledge and understanding of cross-channel free-riding behaviour in three main ways. First, existing knowledge is synthesized to produce a segmentation model that promotes theoretical understanding of the dynamics of both showrooming and webrooming behaviours. Second, we derive insights into the drivers of cross-channel freeriding from the consumer's perspective. Third, we add to the theoretical and managerial understanding of homogeneous consumer groups to allow organisations to more efficiently allocate resources to better align with emerging shopping channels and behaviours. This knowledge is critical to understanding more about cross-channel free-riding behaviour and in developing appropriate marketing strategies in an omnichannel retail environment.

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Transformative nature of consuming online for older consumers

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Abstract:

This research explores older consumers' use of technology for consuming online in order to gain insights into the potential transformative nature and the unintended consequences of technology, with regard to service inclusion and accessibility of products and services. Utilising an interpretative approach, twenty older people were interviewed about their experiences of technology and consuming online. Four key themes emerged around the transformative nature of technology for consuming products and services online including aging-well, confidence, connectedness, and accessibility. Two unintended consequences include 'anxiety' about keeping up, and 'insecurity' around information sharing and making mistakes. The research contributes to Transformative Service Research (TSR) literature by identifying transformative aspects of technology for consuming products and services online for a vulnerable consumer group. Service providers and retailers can consider both the transformative aspects and the unintended consequences when designing their online platforms to ensure accessibility and service inclusivity.

Keywords: Transformative Service Research, Technology, Older Consumers

The effects of retailing mix on on-the-go consumption: Moderating role of health orientation

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Abstract:

The consumption of on-the-go food and beverages is becoming increasingly common, yet existing research has not thoroughly examined this behaviour. This study proposes a framework to assess the impact of the retail mix (value for money, customer service, assortment, availability of healthy options) on OTG consumption intentions and satisfaction. As consumers are increasingly concerned with their health and traditional OTG outlets tend to be perceived as offering unhealthy food option, the study considers the role of health orientation moderates to the effects of proposed retailing mix elements on satisfaction OTG experience and intention to OTG consumption. Based on an online survey of OTG consumers, the study investigates the drivers of intention to consume on-the-go and satisfaction with the OTG experience and provides relevant implications for retailers operating in the OTG market.

Role of affective commitment in channel choice for fashion purchase

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Abstract:

The purpose of the study is to examine whether consumers' affective commitment to fashion purchase influences their channel choice (online or instore) for fashion purchase. Two scenario based between-subjects experimental studies were designed to test hypotheses. Study one investigates whether the intention to purchase fashion items from in-store and online varies between low and high affectively committed fashion purchase situations with the mediating effects of hedonic benefits sought from fashion purchase. Study two adds personal innovativeness as a moderator to the study one's model to examine the changes in the strength of effects hypothesised in study one. Data collection is currently underway. Once it is over, MANOVA and SPSS PROCESS module will be used to test the hypotheses. This study will enrich fashion-marketing literature. Practically, the findings will be useful to fashion retailers in understanding circumstances in which customers prefer online and instore channels for fashion purchase.

Key words: Affective Commitment; Online Fashion Purchase; In-store Fashion Purchase; Hedonic Benefits; Consumer Innovativeness.

A multidimensional typology for product packaging localisation

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Abstract:

Western consumer products often localise their products before entering a non-Westernised market. Existing research has focussed on individual packaging elements, this study considers packaging at a three-dimensional typology of functional, symbolic and distinctive elements. The functional dimension, works via a cognitive process to simplify product evaluation. The symbolic dimension, taps an affective process that evokes consumers' social identity. The distinctive dimension, works by strengthening brand recall. Observational methods were used to capture packaging details, 28 Western brands were recorded in Australia and China. Using an abductive reasoning approach, the findings determined that Western brands localise functional and distinctive elements. Chinese brands were inclined to use symbolic elements, where Westernised brands did not. The study systematically illustrates how different packaging elements may be grouped together, depending on their influence on consumer behaviour. This study provides a holistic view of the efficacy of product packaging as a marketing communication tool.

Keywords: Product packaging, international marketing, typology development

Introduction

Product packaging plays a key role in marketing communication by influencing consumer purchasing decisions (Underwood, 2003; Orth and Malkewitz, 2008; Rundh, 2016). Localisation of product packaging can be important as foreign brands compete for the attention of local consumers (Raheem et al., 2014). Existing research has focused on the packaging elements of Westernised brands (e.g. colour, shape, symbol, etc) at an individual level, providing a fragmented view of the brands characteristics (Bakar et al., 2013; Khan et al., 2017). In order to address this problem, the primary objective of this study is to determine how packaging elements can be classified into their known influences on consumer behaviour. This study validates that localised product packaging can be conceptualised as a three-dimensional typology, providing marketing managers with a holistic and systematic view of packaging and localisation strategies.

Conceptual Development

Localising product packaging of Westernised products in a global market can build brand identity (Silayoi and Speece, 2007; Sharp, 2010). Previous research has focused on individual elements, while this study contends that the packaging elements can be classified into three dimensions; functional, symbolic and distinctive elements. Functional elements (labels and pack size), works via a cognitive process to increase consumer perception and simplify their evaluation of the products (Priven et al., 2015). Signalling theory (Spence, 1973) can explain the efficacy of functional elements in influencing consumer behaviour. The theory asserts that in the absence of observable evidence, consumers rely on extrinsic cues to shape their perceptions about the product. Symbolic elements can be divided into two main attributes: cultural (colour, cultural symbols and images) and non-cultural related attributes (non-cultural symbols and images). The symbolic elements can invoke consumers' sense of belonging, personal image and social identity (Solomon, 1983). The study draws from symbolic theory (Cooley, 1902) to explain the why packaging elements can symbolise certain meanings. Distinctive elements (logos, images and patterns) enhance consumers' ability to recognise a brand. These visually unique assets facilitate consumers' brand recall through building memory associations to the brand (Sharp, 2010). The study argues that accessibility-diagnosticity theory (Feldman and Lynch, 1988) underpins the efficacy of distinctive elements in aiding memory recalls of brands with distinctive packaging elements.

Methodology

The proposed typology was validated by using Australia as the Western market and China as the non-Westernised market, comparing the packaging of similar products between the two markets. Both countries have established supermarkets with distinct differences in culture and language. Data collection was carried out in two of the largest supermarkets (Coles and Woolworths) in Adelaide, Australia and four supermarkets (two foreign and two local) in Shanghai, China. For generalisation, two food (soft drink and chocolate) and two non-foods (shampoo and cleaning detergent) were chosen. The four categories provided popular and wellestablished brands in both markets. We used observational methods via videography for data collection (Cooper and Schindler, 2006) to capture details of packaging designs of the studied categories (packaging, variants, face and size). A total of 41 brands in China and 34 brands in Australia were recorded, with 28 of these brands were found in both markets. We used abductive reasoning approach to generate insights into the intended meanings of the captured packaging elements (Glaser, 2008). Abductive reasoning is appropriate for this study because it provides suitable data processing procedure (data fishing and theoretical sampling) to facilitate the grouping of packaging elements with similar meanings. Coding was carried out by three experienced international marketing managers from three different CPG corporations.

All three coders were bilingual (English and Chinese) and familiar with Western and Chinese culture.

Findings and Discussion

The results from the coding suggest that packaging elements can be classified into three distinct dimensions, with each dimension underpinned by a common theory regarding their influence on consumer behaviour

Functional Elements. Across the four product categories, 92% of the functional elements of were localised. Product and company information were localised into Chinese across all four categories, supporting literature suggesting that language plays a significant role in facilitating consumer decision making (Toffoli and Laroche, 2002; Dublish et al. 2015). Another functional element that was localised for the Chinese market was product size, with four categories opting for smaller packaging. The smaller packaging could be due to the lower income per capita of Chinese consumers as well as the lower consumption rate of Westernised brands in the Chinese market. Westernised brands competing in China also offered a higher number of variants (shampoo and chocolate). The increased variants and sizes would help Westernised brands gain higher physical presence in non-westernised supermarket shelves, reaching a broader base of local consumers.

Symbolic Elements. Differing from the functional elements, symbolic elements were not localised in the Chinese market. Only 9% of soft drinks and 15% of the chocolate brand's used cultural symbolic elements (colour, cultural symbols, etc.), whilst shampoo and cleaning detergent used no cultural symbolic elements. Three out of the four categories did use non-cultural symbolic elements, such as 'non-phosphorous' symbols or characters in the cleaning detergent category demonstrating corporate social responsibility. A post-hoc investigation further revealed that local Chinese brands were inclined to use symbolic elements on product packaging. Reflecting on the importance for international marketers to incorporate symbolic elements on product packaging when it comes to culturally distinct markets like China.

Distinctive Elements. Like functional elements, Western brands across the four categories localised their packaging with distinctive assets. Localisation was almost exclusive to translating the brand name. However, the degree of localisation of distinctive assets varied across all four categories (91% soft drinks, 70% chocolate, 100% shampoo and 93% cleaning detergent). One possible reason could be that brands are wanting to maintain consistency in packaging elements (e.g. logo, images, etc.) in order to build on brand recognition and recall (Warlop et al., 2005; Sharp 2010). Some brands opted to retain their standard packaging and added Chinese labels to their packaging, presumably to maintain the country-of-origin and accentuate the foreignness' of the product (Sharma, 2011).

In conclusion, this study illustrates that providing a three-dimensional perspective on product packaging elements would offer a holistic perspective on how packaging works as a marketing communication tool. By contrast, analysing packaging at an elemental level may yield an incomplete picture, resulting in misleading conclusions and ineffective localisation strategies. The findings would be useful for marketing managers of Western consumer packaged goods as they compete for market share in non-Western markets. As a marketing communication tool, the packaging design and manufacturing can be costly, therefore it is imperative that brands get their design right from the start. Future research should further investigate the differential influence of each dimension, and how the influence may be moderated under different conditions.

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Two-stage purchase intention formation at fashion store

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Abstract:

Previous research has investigated the influencing factors of in-store experience with varying results due to incongruent perspectives. This paper is aimed to integrate different perspectives toward in-store experience and examine the influence of the integrated factors of store characteristics, and marketing communications mix as factors of in-store experience on attitude and purchase intention toward a fashion store. A sample of 364 respondents was involved in the study. The results indicated that store brand perceptions, store characteristics, and marketing communications mix have a significant positive influence on attitude and purchase intention toward a fashion store. Specifically, brand image, product assortment, and salesperson's service have a greater influence on attitude. Meanwhile, perceived value, product display, store layout, atmosphere, advertising, and direct marketing have a greater influence on purchase intention. Therefore, the results suggest a two-stage approach for improving the instore experience in order to increase the purchase intention toward a fashion store.

Keywords: in-store experience, purchase intention, fashion store

Introduction and Research Aims

Numerous studies have investigated in-store consumer experience from three perspectives: store brand perceptions (e.g. Bao, Bao, and Sheng, 2011; Vo & Nguyen, 2015; Calvo-Porral and Levy-Mangin, 2017), store characteristics (e.g. Hussain and Ali, 2015; Triantafillidou, Siomkos, & Papafilippaki, 2017; de Villiers, Chinomona, & Chuchu, 2018), and marketing communication mix research (e.g. Moharam and Shawky, 2012; Sallam and Algammash, 2016; Chang, 2017). There is no study at the moment that integrates the three perspectives. Past research came with varying results due to those incongruent perspectives. This situation has put a limit to what we know about the key influencing factors of in-store experience. Furthermore, the scope of the mentioned research is beyond fashion or retail stores.

Therefore, the aim of our paper is:

To develop and investigate the collective impact of in-store experience factors of store brand perceptions, store characteristics, and marketing communications mix on the attitude and purchase intention toward a fashion store.

Specifically, we address two research questions in line with this aim:

RQ1: What is the impact of those in-store experience factors on attitude and purchase intention toward a fashion store?

RQ2: What are the key in-store factors that influence the attitude and purchase intention toward a fashion store?

RQ3: How do we integrate the three different perspectives to explain the in-store experience formation that will subsequently influence the attitude and purchase intention toward a fashion store?

Conceptual Model

The conceptual model draws relationships from 2 store brand variables, 5 store characteristics variables, and 4 variables of marketing communication mix to attitude and purchase intention. There are 23 hypotheses that were formulated from the relationships between the variables in the conceptual model.

Methodology

A survey was conducted in a popular fashion store in Bandung city, Indonesia. The selected store has appropriate elements for each in-store experience factor that can be thoroughly measured, such as brand image, perceived value, product assortment, product display, store layout, atmosphere, salesperson's service, advertising, sales promotion, direct marketing, and personal selling. The store is located inside well-known shopping malls in Bandung, hence adding more possibility to gather survey respondents. The research instrument was developed by adopting existing scale items from previous researches. Adaptations were applied to the final questions in conjunction with Indonesian fashion store's condition. There were 44 statements in the questionnaire which are divided into 5 sections: store brand perceptions, store characteristics, marketing communications mix, attitude, and purchase intention. All of them were measured using a 5-point Likert scale. The questionnaire was distributed to 364 respondents among random Indonesian fashion store's consumers through mall intercept. A pre-test was conducted to 30 respondents in order to measure the validity and reliability of the questionnaire. The data were analyzed using multiple regression analysis.

Results and Discussion

The results are presented in Table 1.

Table 1. Standardized Beta for Direct and Indirect Correlation

	Direct	Indirect				
Variable	In-Store Experience Factors Purchase Intention	In-Store Experience Factors □ Attitude	Attitude Purchase Intention	Multiplied Result		
	Beta	Beta	Beta	Beta		
ATT			0.614			
BI	0.193	0.301		0.185		
PV	0.214	0.119		0.073		
PA	0.242	0.258		0.158		
PD	0.177	0.085		0.052		
SL	-0.219	-0.162		-0.100		
AT	0.184	0.138		0.085		
SS	0.182	0.235		0.145		
AD	-0.108	-0.077		-0.047		
DM	0.219	0.097		0.060		
PS	-0.229	0.113		0.070		

Thus, most of the variables of in-store experience factors contribute positively on attitude and purchase intention toward a fashion store, except store layout (SL), advertising (AD), sales promotion (SP), and personal selling (PS). This result has emphasized the importance of instore experience factors as the foundations to form positive and favourable consumers' attitude toward fashion store, and thus, their purchase intention. The results suggested a two-stage approach to developing attitude and purchase intention toward a fashion store. The first stage is to implement the strategies for brand image, product assortment, salesperson's service to acquire favourable feelings toward the store and to encourage consumers to visit the store (Pre-Visit stage). The second stage is to form purchase intention of in-store consumers by implementing the strategies for perceived value, product display, store layout, atmosphere, advertising, direct marketing, and personal selling (In-Store Experience stage).

Implications for Theory and Practice

Several important theoretical implications resulted from this study are: (1) broader insights on the combined factors of in-store experience factors as the predictor of attitude and purchase intention toward fashion store; (2) new understanding about the influence of sales promotion on both attitude and purchase intention; (3) a two-stage approach of attitude and purchase intention development. Meanwhile, managerial implications that are useful for fashion retailers are: (1) store managers or retailers should pay attention to their brand image, product assortment, salesperson's service, advertising, and direct marketing as the greater source of attitude formation to encourage customers to visit the store; (2) store managers or retailers should continue to provide pleasant presentations of all factors that form consumers' purchase intention inside the store.

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Organizational structure, market orientation and innovativeness in retailing

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Abstract:

Most retailers operate as multi-unit firms such as retail chains. Thus, they have to design their organizational structure so that it promotes the market-oriented behaviour and innovativeness. However, previous studies have mixed findings on the impact of organizational structure on market orientation and innovativeness. This study focuses on three dimensions of market-oriented behaviour: generation, dissemination, and responsiveness. In addition, the centralization and formalization are focused on as the dimensions of organizational structure. The present paper investigates how organizational structure impacts three dimensions of market orientation, and how market orientation impacts innovativeness in a multi-unit retail organization thought market oriented-behaviour. A theoretical model is presented and tested with a data (N=400) using Structural Equation Modelling. The results demonstrate how organizational structure can promote different dimensions of market orientation, and how market orientation can lead to higher innovativeness.

Keywords: market orientation, multi-unit retail organization, organizational structure.

Changing retail: Using co-design to encourage healthier choices

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Abstract:

Challenging the prevailing profit-driven retail practice, this research presents a first step in a research program aimed at improving healthfulness of choices in a variety of retail settings, including a supermarket - a source of over 70% of food in developed countries. Through five co-design workshops with consumers (n=24) and staff (n=8), this qualitative research uncovers fifteen potent strategies that could be used to encourage healthier choices in different shopping settings. Organised across the seven Ps construct from the social marketing and services paradigms, the key themes proposed by consumers and staff were: lolly-free checkouts, farmers' market-style events, themed displays, and signage in-store indicating healthier options. The interplay between cooking and gardening with the same ingredient was a novel way to leverage off multiple retail outlets towards a common health goal. Some of these strategies have been already implemented in the next stage of the project.

Keywords: changing retail practices, healthy choices, co-design.

Introduction and Research Aim

The increasing prevalence of non-communicable diseases in developed countries continues to be a global challenge (WHO 2014). Ecological models of health propose that health is determined by both individual factors and surrounding influences (Sallis, Owen, & Fisher, 2008), including retail settings (McLeroy, Bibeau, Steckler, & Glanz, 1988). Retail environments have been shown to (usually, negatively) influence healthfulness of food choices (Roberto et al., 2015), and active lifestyles (Chandrabose et al., 2019; Kelly et al., 2014).

While the traditional approach to retailing has largely centred around profit maximisation, consumer health and wellbeing are increasingly in the focus of retail operations. This research reports on the first stage of a collaboration between university researchers in health and marketing, with a regional retailer who is committed to building retail outlets that drive more healthful consumer choices. The project has been awarded a competitive grant "Healthy Towns" from the Government of South Australia. The aim of this study is:

To identify (through the co-design process) consumers' and staff views on how to encourage healthier choices in common retail settings (supermarket, hardware store, sports, clothing)?

We address two research questions in line with this aim:

RQ1:Which past strategies do consumers and staff find appealing?

RQ2: Which new strategies could encourage healthier choices in common retail setting?

Background

Designing interventions in a retail setting is challenging and requires integrated and multifaceted strategies (Hawkes et al., 2015; Houghtaling et al., 2019). One way to address this challenge is to adopt a service design framework (Russell-Bennett et al., 2013), grounded within a social marketing approach (iSMA 2013). The interplay between social marketing and services thinking, recognises the need for various parties to cooperate to generate solutions (Luca et al., 2016) and the role of service providers (a retailer) as a link between policymakers and consumers (Russell-Bennett et al., 2013). Seven elements are considered during service design, described as the seven Ps of the 'service mix'. In a retail context such as the one in this study, these are: product—foods, sporting goods, garden items and other physical products along with peripheral items that assist to make these physical products available; price—the physical and intangible costs of obtaining products or engaging in the provision of services such as food or fitness equipment; place—the location where the service/provision takes place; promotion—communication about the service/provision through media or service people; people—service providers and customers who interact during the service/provision, physical evidence—tangible elements of the service including equipment, design and atmospherics and process—the flow of activities involved in food service/provision. The seven Ps framework was used to guide the analysis of the collected data from the co-design workshops.

Co-design is a scientific method of qualitative data collection with the aim of including consumers affected by a service mix (Trischler et al., 2019). Co-design workshops are viewed as an improvement to more traditional qualitative methods, e.g. focus groups, because it allows consumers to contribute to strategy design as experts of their own experiences (Sanders & Stappers, 2008). Service design solutions informed through co-design have been shown to be more effective (David et al., 2019). During co-design, consumers are stimulated through discussions and various design tools to develop and communicate new ideas, creative solutions and full-service design solutions (Trischler et al., 2019).

Method

Residents of a regional area of South Australia were invited through social and local media to attend co-design workshops. The workshops lasted about 90 minutes and included the following tasks: text completion to activate relevant memories in participants' minds; discussion on past experiences of making healthy and not so healthy choices; providing individual feedback on strategies from previous campaigns (researchers presented 28 ideas covering seven broad themes); elaborating on like/dislike of previous strategies by sharing with others in small groups; creating their own campaign ideas in the form of colourful 'mud maps'; and providing demographic characteristics.

A total of 24 consumers, representative of the local adult population (ranging in age, gender, family status, household size), took part in four co-design sessions in March 2019, and were reimbursed for their time with \$20 shopping vouchers. The consumer workshops were followed by one staff workshop, attended by eight staff representing most stores of the partner retailer, including a large supermarket, a hardware store with a large garden centre, sports clothing and equipment store, toy store and several women's and men's fashion stores. The staff followed the same protocol, and, also voted on the ideas generated by the consumers focusing on feasibility and likely impact. All workshops were voice recorded and transcribed for key themes. Photos were taken of all 'mud maps' and individual questionnaires were data entered. The thematic analysis was undertaken by two independent researchers, through the process of triangulation. The seven Ps framework was used for structuring and summarising the results.

Results and Discussion

Product, Price and Process strategies were the most frequently mentioned of the seven P categories by consumers and staff. Expectedly for the retail setting, the focus was on making sure a retailer provides a wide range of healthier products, at competitive prices. Interestingly, the research participants were realistic in their expectations that fresh and healthier products would be more expensive than those with a long shelf-life, so their expectations were around competitive offer, rather than just 'cheap'. Furthermore, the Process aspect was equally prominent, as expressed in the desire for enhanced in-store experiences (cooking demonstration, label reading workshops), and a better understanding of where the food comes from. This aspect was particularly prominent in a very novel idea of purpose-created displays that celebrate a 'hero ingredient' across its lifecycle showing consumers how to grow it (gardening supplies and tips), how to choose, correctly store, and cook with it. Expanding on this, the Promotion aspect included ideas of events with the farm-market feel, more experiential opportunities (ie meet the grower, free sampling) and promoting food with local provenance. The Place and Physical evidence aspects covered retail environment that are supportive of healthier choices: installation of water fountains, selling of re-usable water bottles, fresh fruit at checkout (instead of sugar-loaded foods), bike racks and safe walking trails around the car park. While the People aspect, the last of seven Ps, was less prevalent in discussions, the few mentions covered the need for staff to be knowledgeable about health aspects of their product range, and opportunities to bring other experts to retail environment (ie dieticians, chefs, podiatrist, fitness instructors,) to enhance that experiential aspect of shopping.

Implications for Theory and Practice

The co-design methodology ensured that consumer and staff views can be directly incorporated into the development of a large-scale health marketing service solution for a regional retail setting. The study contributes new evidence to a growing body of literature on co-design and retailing, by providing a roadmap for how to change retail conventions to promote healthier choices.

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Retailing transformation, technology and immersive shopping experience

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Abstract:

The retailing industry is undergoing a significant transformation. It is experiencing a phenomenon called 'retail apocalypse' – a demise of the traditional retailing. The process is driven by a shift to online shopping and adoption of new technologies. This phenomenon has led to the downfall of some traditional retailing giants which were too slow to respond to changes. At the same time, online retailers have had an opportunity to implement emerging technologies. E-commerce businesses were not bound by limitations of traditional retailing. They were able to experiment with retailing formats and integrate technology in various stages of their operations making them more agile and attractive to consumers. This paper provides insights into the adoption of technology and novel practices of e-tailers and entrepreneurs in the Asia-Pacific region. These solutions enable competitive strategies and innovative marketing approaches for retailing businesses both online and offline.

Keywords: e-commerce, emerging retailing formats, retailing technology Track: Retailing and Distribution

Introduction, study background and research aim

The retailing industry is constantly going through changes and facing new challenges, being under pressure to adopt new and innovative technologies (Lazaris and Vrechopoulos, 2014). Pessimistic predictions suggested that e-commerce will lead to the demise of the bricks-andmortar retailing model (Chiang and Dholakia, 2003; Ferguson, 2011; Dawson, 2011; Thompson, 2017; Macquarie, 2017). What followed was portrayed as a 'retail apocalypse' (Aufreiter et al., 2012; Safdar and Gottfried, 2018) resulting in takeovers, assets striping, cost cuttings, spinoffs, and growing debts. We witnessed a trend of big retailing chains closing their stores (Lannin 2019, Robertson, 2019; Peterson, 2018;). Even shopping malls started to lose their appeal for retailers, due to high overheads and reduced foot-traffic. Some estimates indicated that they may soon become superseded (Fantoni et al., 2014; Sanburn, 2017). Etailers, also called e-commerce or online stores were often blamed for this downward trend. Contrary to those gloomy predictions the demise of the retail industry led to its renaissance. Novel retailing formats both offline and online emerged across the globe (Hsu, 2017; Fischbach and Guerrero, 2017; Bell et al., 2018). A key factor that can drive changes in the retailing industry is technology (Spreer and Rauschnabel, 2016; Grewal et al., 2017; Lim and Winkenbach, 2019). Both traditional and online retailers are utilising technology to grow their business and these two models are merging into a hybrid model that will allow seamless transition between channels. Both retailing types may coexist within one brand—as a clicksand-bricks or an omni-channel model. This does not necessarily imply channel cannibalisation but allows alternatives for their customers and provides a presence in different markets spaces. Benefits of running bricks-and-mortar stores, such as brands' physical presence and face-toface interactions, which are missing when shopping online are causing a reverse trend. E-tailers started opening physical stores and this allowed them to diversify their market presence. Technology allows amalgamation of both retailing models through sign-in stations, access to shoppers' online browsing history, smart mirrors, connected clothing racks (Storefront, 2017). Mobile apps, in-store CRM using face recognition software or Wi-Fi enabled smart phones to track in-store metrics and push personalised promotions (Inman and Nikolova, 2017) may soon become a retail standard. This study is exploring latest strategies endorsed by retailers in the Asia-Pacific region (APAC) that are introducing non-traditional retailing formats and utilising technology to provide enhanced shopping experience for their customers.

Methodological approach and sample type

In this paper the term e-commerce or e-tailers refers to online retailing platforms which are providing infrastructure for small operators (store fronts, ordering systems, processing, returns, micro-financial transactions) through a drop shipping model (i.e. Alibaba, Amazon, eBay, Lazada). It also denotes traditional retailers with websites that offer sales function and selfmanaging fulfilment options, and small operators with online store fronts on large retailing platforms. This exploratory study was conducted between 2017-19 and is based on face-to-face in-depth interviews with 26 e-commerce companies and entrepreneurs. Until now the study has been conducted in Australia, New Zealand, China, Thailand, and Malaysia, while other countries in the APAC region plan to follow. Interviews were conducted in English using a semi-structured discussion guide and were between 40 and 120 minutes long. The interviewees were business owners, marketing, operation, logistics, IT, or strategic management personnel. Business operators varied in size from micro to large businesses. In addition to interviews, information about technological advances and latest industry trends was collected during events (product or service launches, expos, conferences) organised by technology companies. While these events followed the emergence and advancement of new technologies in the retailing industry, the in-depth interviews provided insights into how these new technologies

were implemented, how they support primary activities in the value chain (marketing and sales, logistics, operations) or what kind of impact they have on e-tailers' performance and strategic positioning.

Research findings, discussion

Non-traditional retailing formats are emerging as a response to some of the challenges that bricks-and-mortar retailers are facing (operational costs). Bricks-and-mortar business are converting into a multi-channel or omni-channel retailers—this allows accessing different market niches and better market coverage that leads to higher stock turnover. The order fulfilment centres are becoming crucially important for retailing operations eliminating the need to transfer stock between stores as both online and store purchases are shipped directly to consumers. Pop-up stores, showrooms and businesses on wheels or mobile stores are becoming an increasingly popular substitute for traditional stores—this allows reduction and control of overhead costs and freedom from illiquid assets. These retailing models allow businesses to reduce their stock to one item per size or model, and shift focus from merchandise to service. It also allows penetration of geographic areas that are not saturated with competing retailers, and access to areas (remote or low population density areas) where traditional stores do not exist.

Manufacturers-retailers of apparel are offering customised made-to-measure products using smartphone apps to take accurate customers' sizes. This on demand manufacturing approach is significantly reducing the need for large stock. This also provides opportunities for fashion businesses to adopt a zero-inventory model which significantly reduces stock investment pressure for small operators and start-up businesses. Ordering systems and fulfilment centres are becoming crucial data entry points of retail operations as they may indicate levels of market demand and customer satisfaction – two factors that may significantly impact future or repeated purchases.

Artificial Intelligence (AI) and Machine Learning (ML) are used to transform customer experience when interacting with technology (user interface, chatbots); machine intelligence is incorporated into processing of business data to improve every aspect of productivity (ordering, fulfilment, payments, returns); infrastructure is enforced to support increased speed of machines to complete thinking tasks (search, storage). AI systems assist in making decisions on what and when to produce in factories to replenish sold goods which helps eliminate superfluous stock; it supports decisions when to introduce discounts to offer relevant products to targeted customers, or use consumer behaviour in-store data for proximity marketing in real time which could lead to increased sales; where to send sales force; how to optimise storage; reduce fulfilment times and improve 'the last mile' leg. Accuracy, optimisation, and customer satisfaction are positive outcomes that yield from this strategy.

Concept stores of online retailers are providing immersive shopping experience for consumers through technology—augmented reality and virtual fitting room apps, electronic price tags with store provenance data and insights about products' origin or delivery pathways alleviating concerns about food safety or ethical manufacturing. These stores are offering the missing aspect of online shopping—physical presence and possibility to feel, smell or test products. Embedded technology allows customers to see projections of alternatives (variations in colour, size, type, packaging) through smartphone applications—significantly reducing clutter and need for space on retailing shelves.

The research findings are indicating that advances in technology are driving changes and

growth of the retailing industry in the APAC region, while a new hybrid retailing model emerges with no clear borders between e-tailers and traditional retailing. From a marketing perspective, adoption of new technologies is no longer a choice—and it therefore could be a way forward for traditional retailers. Both small and large businesses can benefit by adopting an omni-channel model, introducing smaller more effective retailing formats, use of AI and ML for increased efficiency and optimisation of retailing operations, marketing activities based on behavioural data, and utilisation of augmented reality technology to provide enhanced shopping experience.

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Retail surveillance techniques: What drives their un/acceptability?

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Abstract:

A range of in-store technology-based surveillance techniques that enable marketers to track the behaviour of an individual consumer have become commonplace. Yet in many cases, despite questions having been raised about their ethicality, there remains a paucity of research in this arena. Accordingly, this study focuses on two such techniques, *Shopkick* and *Shopperception*, in an effort to understand what might determine their un/acceptability from a consumer perspective. A sample of 433 survey respondents delineated reasons why each approach might, or might not, be acceptable. A comparison of the results from two independent subsamples indicated that consumers evaluate *Shopkick* to be considerably more acceptable than *Shopperception*. For marketers, the implication is that surveillance techniques which are voluntary, transparent, rely on consumer involvement, do not invade one's privacy, and provide tangible benefits to the consumer are viewed as less invasive, thus more acceptable than are some of the more surreptitious, covert alternatives.

Keywords: retail surveillance, privacy, consumer perspectives.

Introduction and Research Aim

Technological advancements have meant that surveillance carried out by marketers, in a number of forms, has become more sophisticated, more ubiquitous, and more invasive than ever before (Fullerton, Brooksbank and Neale, 2017). This ever-evolving technological environment has prompted outside observers to raise questions about how advanced surveillance techniques have directly impacted the consumers' loss of privacy. For example, Disney World has been accused of spying on its customers using their RFID-based tracking wristbands which Disney refers to as 'Magic Bands' (Hill, 2013), and Walmart has faced similar allegations having patented audio surveillance technology that is designed to record conversations among customers and employees (Silverstein, 2018). Likewise, the popular retailer Target has also been criticized for contributing to a surveillance society (Zara, 2013). In fact, the spectre of George Orwell's 1984 has been raised, as concerns about big brother and a failure to accommodate the interests of consumers are put forth by the critics of such technologies (Slettemeås, 2009; Mack, 2014; Draper, 2018). In light of this changing environment, attitudes towards marketers' use of surveillance technologies may also be changing. This reality is important, not in the least because it is becoming increasingly apparent that consumers overtly consider a marketer's ethical standing when choosing among alternative offerings (Enax et al., 2015; Oberseder et al., 2011; Singh et al., 2012). Indeed, it is for reasons such as these that O. C. Ferrell (2017, p. 160) recently stated that "data privacy is one of the most important issues facing marketers today". Yet several authors lament a lack of research on this topic (see for example, Margulis et al., 2016; Martin and Murphy, 2017). Thus, in seeking to promote a better understanding of the consumer perspective in this under-researched arena of operational marketing decision-making, this study's overall aim is to help marketers make more informed choices about if and how best to deploy the new generation of surveillance technologies. To this end, it focuses on comparing and contrasting consumer perceptions in relation to two commonly used techniques within a traditional retail setting: Shopkick and *Shopperception.* We address two research questions in line with this aim:

RQ1: What are the main issues which, in relation to each technique, are judged by consumers to drive their un/acceptability - and how do these issues compare?

RQ2: How do consumers rate the overall acceptability of each technique - and how do these ratings compare?

About Shopkick: Large retailers such as Macy's use this form of electronic surveillance, which, in order to function, requires the consumer to activate an app on their smart phone while in the store. As a result, the store can acknowledge the consumer's presence and send him/her discounts or premiums (e.g. free downloads of popular music) for engaging in a number of specific actions such as trying on clothes or scanning a barcode (Flaherty, 2013).

About Shopperception: Also used by several large U.S. retailers, this technique employs motion-detection technology to determine a customer's movement and actions within a store. Thus, it provides a retailer with information such as: where did the consumers go/stop/pick up a product/replace without purchasing, etc? By analysing the individual's behaviour, nearby digital signs that offer coupons and discounts can then be displayed. So, while the shopper's personal data remains private, their overt behaviour helps the retailer deliver a message to the individual with the objective of inducing a sale (Flaherty, 2013).

Conceptual Framework

A recent review of the literature in relation to a wide cross-section of technology-based marketing initiatives indicates that consumers are likely to evaluate their adherence to society's moral norms against four basic criteria: whether or not the consumer's personal information is collected; their participation is voluntary/involving; meaningful direct benefits accrue to the

consumer, and; whether the functionality of the technique is transparent to the consumer (Fullerton and Brooksbank, 2019). Accordingly, the rationale for selecting Shopkick and Shopperception as the twin foci for this study can be broadly categorized under two headings; one relates to their overall similarities, the other to their differences. Regarding their overall similarities, both are well established, proprietary, electronic surveillance tools; they both take place in a brick-and-mortar retail environment, and neither one has, as far as is known, attracted any academic scrutiny to date. Indeed, in these ways they can be considered to be a 'matched pair' of suitably comparable candidates for forming the basis of this study. However, it is with regard to their differences that the real value of this twin foci lies. The two techniques may be considered as offering the sharpest possible contrast with regard to the four fundamental properties previously identified. Whereas on the one hand *Shopkick* - whilst extracting personal information - is very transparent, readily delivers direct benefits, is totally voluntary and is completely dependent upon consumer involvement; Shopperception on the other hand - whilst not extracting personal information - occurs unbeknownst to the targeted consumer, does not readily deliver any direct benefits, is involuntary, and is totally independent of the need to have the consumer actively participate in any way. Thus, this study's core proposition is that the ethical nature of a voluntary, transparent form of observation that provides the targeted consumer with direct benefits (in this case, Shopkick), will be viewed more favourably than will the ethical nature of a non-voluntary, non-transparent form of observation where few benefits accrue directly to the targeted consumer (in this case, *Shopperception*).

Methodology

A questionnaire was devised that began by 'setting the scene' for potential respondents by requiring them to read the (aforementioned) short, broadly-distributed, syndicated newspaper article by Anne Flaherty (2013). The article discusses several tracking techniques used by marketers and presents a multi-perspective overview. Upon completing their reading of that article, respondents were then required to select either *Shopkick* or *Shopperception* as the basis for completing the main body of the questionnaire. Upon making their selection, respondents were first asked to answer an open-ended question requiring them to list three reasons why the technique they selected might be deemed acceptable to consumers relative to society's moral norms. A second open-ended question reversed the logic, requesting a list of three reasons why that same technique might be deemed unacceptable. A third question was a closed-ended, single-response question based on a previously employed six-point itemized interval scale (see Fullerton et al., 2017) that sought the respondents' opinion regarding the level of acceptability of their chosen technique: from "Totally acceptable" (point 1) to "Totally unacceptable" (point 6). The survey concluded with a request for basic demographic information. The questionnaire was pilot-tested for its ease of comprehension and completion before being administered.

In the interests of generating an adequate number of completed questionnaires to form a reasonably representative sample of the U.S. adult population on a limited budget, a decision was made to employ a convenience sampling approach based on the 'snowballing' method (Goodman, 1961) using two large undergraduate 'marketing principles' classes of students as the initial group or 'first wave' of recipients. Although this approach is known to be subject to producing skewed samples, it was nevertheless felt that this effect could be somewhat mitigated by virtue of the diversity of the student base and the ability to encourage class members to garner successive 'waves' of other participants, in the style of a respondent-driven sampling approach. Thus, the questionnaire was subsequently distributed in two ways. First, the survey was designated to be the final extra credit exercise that students would have the opportunity to complete at the end of the semester and hence the questionnaire was initially distributed directly to students in each class. Second, in order to secure a larger and more demographically

diverse sample, the students were then asked to take fresh copies of the survey and have at least one friend or relative over the ages of 35, 50 and 65 to complete them and/or to pass them on to someone else. No extra credit was provided for this process, so there was no incentive to submit falsely completed surveys. In total, the survey yielded 433 fully completed questionnaires comprising 166 students and 267 non-students. Notably, of the 433 respondents, subsamples of 264 and 169 choosing Shopkick and Shopperception, respectively, were obtained. Albeit that the oldest and youngest segments of the United States adult population were somewhat under- and over-represented, respectively, the final sample was considered suitable for the purpose of the study. Responses to the open-ended questions in the questionnaire were subsequently coded using a dichotomous outcome; the respondent either indicated a particular reason or they did not. For the closed-ended question, the means were calculated; then a t-test based on the two independent subsamples (i.e. those respondents choosing Shopkick versus Shopperception) was used to determine whether or not there was a statistically significant difference in the respondents' aggregate perceptions of the two approaches.

Results and Discussion

Respondents were asked to provide reasons why Shopkick or Shopperception might be deemed 'acceptable'. A grand total of 40 and 25 reasons were subsequently compiled, respectively, although many of these reasons were indicated by only one or two of the 433 respondents. As Table 1 shows, however, the top three reasons given for each technique reflected multiple occurrences (N.B. since the respondents were asked to list three reasons, the aggregate percentage of the responses is 300 percent). As anticipated, for *Shopkick*, the top three reasons all address customer-based considerations relating to the technique's direct benefits, the transparency of its functionality and its voluntary/involving nature; nonetheless, it should be noted that many respondents listed benefits gained by the marketer. Indeed, issues such as better consumer information, attracting consumers to their stores, and creating customer loyalty were all listed by more than five percent of the respondents. By contrast, for *Shopperception*, despite the second and third most listed reasons being clearly customer-based, the top reason given relates to what was good for the marketer rather than the consumer, i.e. the provision of valuable real-time information to the marketer. And the remaining 23 reasons also featured a mixture of those that benefitted both the marketer and the consumer.

Table 1. The top three reasons why each technique is deemed acceptable Shopkick Shopperception

Reasons: in rank order	No.	%	Reasons: in rank order	No.	%
Rewards/benefits	175	66.3	Good real-time marketer info	101	59.8
Easy to use/understand	86	32.6	Pertinent time-sensitive coupons/signage	68	40.8
Voluntary involvement	78	29.5	Not personal/images not saved	53	31.4

A compilation of the reasons given as to why the respondent's chosen technique might be deemed 'unacceptable' revealed a grand total of over 40 and 30 separate reasons, respectively, although again, many of these reasons were indicated by relatively few respondents. Once more, however, the top three reasons given reflected multiple occurrences, as shown in Table 2. And as anticipated, a comparison of the two techniques clearly indicates that by far the greatest concern revolves around the invasion of one's privacy, as evidenced by the top one and two reasons forwarded for *Shopkick* and *Shopperception*, respectively. Also, as anticipated, in the case of *Shopperception*, concerns about the consumers' participation being involuntary was clearly at the forefront of respondent opinion. Interestingly however, for Shopkick, another of the top three reasons listed was that consumers might view it to be coercive, inducing purchases that the consumer could regret and would have preferred not to have made.

Table 2. The top three reasons why each technique is deemed unacceptable Shopkick Shopperception

Reasons: in rank order	No.	%	Reasons: in rank order	No.	%
Concerns about privacy	120	45.5	Privacy is violated	72	42.6
Pinpoints customers' location	60	22.7	Intrusive/invasive	67	39.6
Perceived as coercive/ stimulates impulse buy	54	20.5	Not voluntary	65	38.5

Although our anecdotal review of what drives the un/acceptability of two techniques largely supports the study's core proposition, to assess it more fully, further evidence was sought by subjecting the survey responses to a t-test for independent samples. The results are summarized in Table 3. Here, with a difference of 0.559 between the sample means, a t-score of 5.433 with 431 degrees of freedom and a corresponding probability of less than .00001, the hypothesis of equal means can be rejected. Accordingly, given the lower mean score for *Shopkick* (and with lower scale values representing a more favourable response), it can be concluded that the two techniques are indeed viewed differently from the perspective of their acceptability, with *Shopkick* being viewed significantly more favourably than *Shopperception*.

Table 3. Results of the t-test comparing each technique

Initiative	Mean	Std. dev	Difference	t-value	Prob.
Shopkick	2.417	0.792			
Shopperception	2.976	1.178	0.559	5.433*	<.00001

^{(*} Degrees of freedom = 431)

Implications for Theory and Practice

Marketers have long stressed the need to engage in external environmental scanning (i.e., the technological, social, legal, political, economic dimensions, etc.) as the basis for better strategic decision-making (Hooley et al., 2017). However, rarely have marketers had to contend with the intensity of environmental turbulence (winds of change) currently being experienced in relation to deciding if and how best to deploy the current generation of surveillance technologies. In fact, this arena treads more than lightly on most of the above environmental dimensions. Set in this context, and through focusing on a 'matched pair' of retail surveillance techniques, this study has sought to shed light on one such, particularly important, dimension that has attracted little research to date – the consumer perspective relating to their ethicality.

The study's results strongly support its core proposition that surveillance techniques which are voluntary, transparent, rely on consumer involvement, do not invade one's privacy, and provide tangible benefits to the consumer are viewed as less invasive, thus more acceptable than are some of the more surreptitious, covert alternatives. Marketers need to keep this in mind as they develop their plans, and strategize accordingly. However, as recently stated, further scholarly research in all these areas remain "critical and needed" (Martin and Murphy, 2017). Arguably, going forward, navigating the opportunities and threats presented by an increasing array of digital surveillance technologies will present our discipline with its greatest challenge.

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Building trust in online retailers - payment options or loyalty card

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Abstract:

Trust is a major factor restricting the growth of online retail. Online retailers provide payment on delivery (POD) option as opposed to payment on order (POO) option. The purpose of this study is to investigate whether customer trust in online retailer varies between POD and POO options. Two scenario-based between subjects experimental studies have been designed. Study one investigates whether customer trusts in online retailer varies between POD and POO payment options with the mediating effects of perceived financial risk. Study two adds loyalty card as a moderator to study one's model to examine the changes in the strength of effects hypothesized in study one. Once, the data collection is over, MANOVA and SPSS process module will be used to test the hypotheses. This study will contribute to the payment literature in online retail while help the online retailers understand the role of payment options in building trust in the online retailer.

Keywords: Trust, payment option, e-commerce, loyalty card, payment on delivery, payment on order, perceived financial risk

Consumer fairness perceptions of dynamic pricing

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Abstract:

Driven by digitalization, pricing is undergoing a major shift towards increasingly dynamic prices. So far, most of the research on dynamic pricing originates from economics and operations research, while only little is known from a behavioural perspective. However, neglecting consumer perceptions of pricing can entail significant risks for sellers' long-term success. Our empirical study therefore contributes to a better understanding of consumer perceptions of dynamic pricing. First, we show that consumers perceive dynamic pricing strategies as significantly less fair than static ones. Second, findings indicate that consumers evaluate a pricing strategy (whether dynamic or static) that is usual for a product category to be significantly fairer than a pricing strategy that is perceived as unusual.

Keywords: dynamic pricing, pricing strategy, fairness perception

Unintended consequences of legitimising Australian ready-made garment industry

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Abstract:

The Rana Plaza factory accident and Australian Modern Slavery Act 2018 has compelled the read-made garment (RMG) industry to scrutinise, overhaul their supply chain practices. Thirdparty accreditation services audit and legitimise supply chains and propagate ethical sourcing practices amongst RMG businesses. However, the process of implementing legitimacy can bring about some unintended consequences. This paper explores the unintended consequences of legitimising supply chain using third-party accreditation services. Using multi-stakeholder data of procurement managers, suppliers and consultants we report four themes on unintended consequences — "added burden"; "resistance to change", "shifting power dynamics"; and "unsubstantiated impact". Implications for RMG industry are included in the findings.

Keywords: legitimacy, unintended consequences, clothing industry.

Introduction and Research Aim

Modern Slavery is a global issue. An estimated 40.3 million people are trapped in modern slavery (Walk Free Foundation Report, 2014). The Australian Modern Slavery Act 2018 has been a catalyst for companies to develop a comprehensive response mechanism for detecting and mitigating modern slavery in their supply chains. Ready-Made Garment (RMG) industry is one of the top three industries that increasingly outsources their manufacturing activities to lower-cost production locations in developing countries (Rahim, 2017). While this process generally translates into lower price tags for consumers it has also led to widespread instances of modern slavery. Modern slavery is a term used to refer to a range of exploitative practices in supply chains such as, debt bondage, servitude, forced labour and human trafficking (Crane, 2013). To avoid consequences of legal and public shaming, RMG companies subscribe to third-party accreditation services to ensure their extended supply chain is legally compliant.

Third-party accreditation services play an important role in attempting to ensure that the RMG industry is complying with the regulatory guidelines. However, legitimacy also brings its unintended consequences. Unintended consequences are one of the "gnarly issues" in well-being and service research (Wang, Lewis, & Singh, 2016). For example Bitektine (2011) claims that the benefits of legitimacy are either diffused amongst large number of organisations who enjoy small benefits or concentrated in the hand of few organisations that enjoy large benefits. Similarly Sonpar, Pazzaglia and Kornijenko's (2010) study on healthcare services demonstrates that pressures to meet government-driven priorities led to anger and activism from other stakeholders, resulting in the decline of service quality and patient satisfaction. Against this background the aim of this study is to understand the unintended consequences of legitimising the Australian RMG industry. Our study fills a void in services marketing literature about the pressures to legitimise supply chains using third-party accreditation service. The theoretical contribution of this study is to legitimacy theory by highlighting stakeholders' paradoxes when embracing newer regulatory norms. We also report practical contributions to RMG companies about managing an ethical supply chain.

Legitimacy Theory

In the context of organisational theory, legitimacy refers to "the congruence between the social values associated with or implied by [organisational] activities and the norms of acceptable behavior in the larger social system" (Dowling & Pfeffer, 1975, p. 134). Legitimacy offers organisations a social license to operate. Suchman (1995) points out that organisation will not lose its general legitimacy if something goes wrong at some point, but legitimacy might become gradually undermined if there is a series of scandals or questionable activities. Therefore, we argue that when external stakeholders (i.e., government) pressure organisation to comply with new regulations (e.g. Modern Slavery Act) it leads to unintended consequences. This is because the effects of legitimacy have become an excuse to justify "nimbyism" (i.e., Not In My Backyard justifications, Mele & Armengou, 2016). To contribute to this ongoing conversation on the unintended consequences of legitimacy under the backdrop of the Modern Slavery Act we posit two research questions for the study.

- 1) How RMG stakeholders view legitimacy acquired through third-party accreditation?
- 2) What are the unintended consequences of legitimacy?

Methodology

This research applies a qualitative design due to the exploratory nature of the central research question. To date we have conducted 17 in-depth interviews i.e., nine procurement managers, four business consultants and four ready-made garment suppliers. In-depth interview is useful for this research as it invites opportunities for participants to elaborate on their beliefs, priorities

and circumstances (McCracken, 1988). Each interview lasted between 60-70 minutes and NVivo12 was used to analyse the data following the grounded theory approach of open-coding, category building and the development of theoretical themes. The coding process resulted in four themes for accreditation services: "added burden"; "resistance to change", "shifting power dynamics"; and "unsubstantiated impact"

Findings

This research identifies a lack of benefits from legitimising through third-party services for RMG suppliers. An unintended consequence of the modern slavery law was the increased financial costs involved in paying for the accreditation service and corporate lawyers to prepare reports on modern slavery risk; re-strategizing the supply chain and implementing the new procurement processes. These consequences were experienced more by small suppliers who complained that they were already burdened with taxes, high retail prices and poor consumer demand due to limited consumer spend on fashion clothing. Thereby deviating their organisational activities to justify an already registered and legitimate business.

Legitimacy is about introducing change and with change comes resistance (Burnes, Hughes, & By, 2018). Nature and forms of resistance that comes with introduction of new laws and legal standards was around the "what's in for me attitude". Some suppliers questioned how compliance with the modern slavery act would ultimately benefit their company and improve their competencies. Resistance also came from participants who felt simply accrediting supply chain equated to compliance with the law. They felt modern slavery is a moral issue that cannot be controlled through legitimacy but through self-regulation of business practices.

A consequence of the modern slavery act is the shifting power dynamics through the pursuits of legitimization. Procurement managers expected suppliers to get accredited from their recommended companies to win large contracts. This resulted in unequal power dynamics between procurement managers and suppliers where fear of losing out commercial contracts compelled suppliers to accredit their supply chain. Accreditation services received most benefits in the form of client expansion, creating different tiers of audit programs and engaging suppliers in their process. Finally, the unsubstantiated impact was realised due to insufficient data to measure the impact of ethical sourcing practices. Participants felt the impact of investing in a legitimate supply chain does not have widespread appeal with consumers. Hence, there is a need for more research and technology to measure the impact and communicate this to consumers.

Implications for Theory and Practice

This research makes two contributions to the literature 1) by expanding Sonpar and colleagues work on the paradox of legitimacy, we highlight new paradoxes of implementing the Modern Slavery Act. While legitimacy-seeking behaviours may improve organisational effectiveness, implementing new laws without tools to measure its impact may lead to the opposite effect 2) we elaborate the constraints of legitimacy proving services (i.e., accreditation services) by suggesting than an organisation's need for accreditation services will change over time. While services that confer legitimacy are particularly necessary in unstable environments, legitimacy becomes less beneficial beyond a certain point. This research contributes to legitimacy practice by demonstrating the importance ethical supply chain. This may be facilitated by releasing supply chain transparency reports on websites, hosting factory visits and informing consumers to know the people "who made their clothes". Further, organisations can self-regulate their supply chain by monitoring their sourcing practices and working closely with overseas suppliers that can match Australian standards and expectations.

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Gender differences and perceptions of pleasant change

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Abstract:

Numerous previous studies have examined the effects of gender on consumer's behaviour toward specific stimuli. Continuing such research, this paper addresses the influence of gender on the perception of pleasant change engendered across two dimensions of change within an online retail environment. Following the selectivity hypothesis differential effects for males and females in the face of change are hypothesised. Findings show that both females and males find task relevant change displeasing, while non-task relevant change had positive effects on pleasure for females only, with males experiencing significantly decreased pleasure in the face of non-task-relevant change.

Keywords: Change, Pleasure, Gender.

Introduction and Research Aim

Change is an inevitability in modern digital environments, with technology, social and competitive pressures driving brands to make changes to the online environments they provide their consumers (Ainsworth & Ballantine, 2014). Within the marketing literature, Ainsworth & Ballantine (2014) explored such online change and presented a model in which consumers' emotional responses to two types of change (task-relevant and non-task-relevant) were examined. In their study, however, gender was not examined beyond a covariate-based analysis of the successful manipulation of the change. Given previous research shows that gender may have impacts on how consumers respond to stimuli (see Meyers-Levy & Loken, 2015), it seems plausible that male and female responses to change could differ. Moreover, given pleasure has been shown to hold a significant role in consumers' responses to retail stimuli, pleasantness of the resultant change environment is a key consideration for those marketers planning change. Nevertheless, the effect of gender on pleasure within change settings has not been explored.

Consequently, the aim of this study is to take initial steps in determining whether gender impacts the consumer's perception of pleasure within the changed environment.

One research question is examined in line with this aim:

RQ1: How does gender influence the perception of pleasure in change environments?

Background and Conceptual Model

Despite the pervasiveness of completed (or outcome) change in retail environments, only limited marketing literature explores the response to completed change (see Ainsworth & Ballantine, 2014, 2017; Bruggen, Foubert & Gremler, 2011; Mazumdar & Jun, 1993; Petty, Schumann & Clemons, 1990). Of those, Ainsworth and Ballantine (2014) explore consumers' emotional responses to change in online environments utilising consumer banking as the context. To do so, they adopt two types of change - task-relevant and non-task-relevant change, representing environment factors influencing how a user interacts with the website to achieve task-related goals and environment factors that are relatively inconsequential to the attainment of task-related goals, respectively. Amongst other outcome variables, their research shows that task-relevant change has a significant negative impact on pleasure, while non-task-relevant change had a weaker positive impact on pleasure, suggesting that change is a source of displeasure if it interferes with how a consumer interacts with the environment. In their study, though, gender was not examined as an influencing factor. Amongst other online shopping literature, gender has been shown to a significant factor. For instance, Richard, Chebat, Yang, and Putrevu (2010) found that males responded more favourably to well-organised websites than females, who, more so than males, preferred website content that was more comprehensive and actionable (e.g., complete, accurate, and up-to-date). These findings, are concordant with the selectivity hypothesis (Meyers-Levy & Maheswaran, 1991), which suggests that males are less thorough than females in their processing (Meyers-Levy & Loken, 2015), and are known to simplify their search task by using heuristic cues (Laroche, Saad, Cleveland, & Browne, 2000). Consequently, in-line with the selectivity hypothesis, in the face of change, it is expected that the simple processing undertaken by males will inflate the negative effects of change – that is, all change is seen as an obstacle, and since obstacles are not pleasant, all change is not pleasant. Whereas for females, who are expected to be deeper processors, the change will be evaluated more deeply and realise that although task-relevant change does create an obstacle, non-task-relevant change makes little difference to the shopping situation. As such:

H₁: Task-relevant change will reduce pleasure more so for males than for females.

H₂: Non-task-relevant change will decrease pleasure for males but increase it for females.

Methodology

Following the process outlined in Ainsworth & Ballantine (2014), an experimental design with four websites was used representing the high and low combinations of task-relevant and nontask-relevant change. Participants were randomly assigned to one of the conditions and given a utilitarian motivation. Following exposure to the conditions, they then completed a self-report questionnaire, comprising items from established scales.

Results and Discussion

Following confirmation of data quality, a two-way ANOVA was conducted to evaluate the differences in the means for pleasure factoring in both types of change and gender. In particular, the means of pleasure for four distinct groups were evaluated: male task relevant change, male non-task relevant change, female task relevant change, female non-task relevant change.

Evaluation of the Direct Effects of Change and Gender on Pleasure

Results of the ANOVA indicate that task-relevant change has a significant direct effect on perceptions of pleasure within a changed online environment (F = 13.88, p < .05). In addition, gender demonstrated a significant direct effect on pleasure, indicating that in general males and females differ in their perceptions of pleasant environments (F = 4.96, p < .05). Non-task relevant change demonstrated no significant difference in pleasure. Analysis of the descriptive statistics indicates that high levels of task-relevant change resulted in lower attributions of pleasure ($TR_{Low} = .13$, $TR_{High} = -.38$) and that males find task-relevant change less pleasant than do females (Mean_M = -.27, Mean_F = .02). However, there were no significant discernible differences in pleasure between the high and low manipulations of non-task relevant change.

Degree of Task Relevant Change and Gender on Perceptions of Pleasure

The influence of the interaction between gender and task-relevant change rendered no significant differences in pleasure (F = .70, p = .40). Consequently, it appears that task relevant change has the same overall pleasure response for males and females, thus H1 is rejected.

Degree of Non-Task Relevant Change and Gender on Perceptions of Pleasure

Finally, the interaction of gender and level of non-task relevant change demonstrated a significant difference in the mean score for pleasure (F = 5.91, p < .05), indicating that males and females differ in their perceptions of pleasure when exposed to non-task relevant changes. Analysis of the descriptive statistics indicates that for low levels of non-task relevant change males and females were in relative close proximity (Mean_M = -.09, Mean_F = -.13) however, for high levels of non-task-relevant change, polar effects are observed; in particular, males perceived lower levels of pleasure when exposed to the high level of non-task relevant change than did females (Mean_M = -.46, Mean_F = .16), and as predicted, males facing high levels of non-task-relevant change (as opposed to low levels of non-task-relevant change) reported stronger displeasure, while females reported increased pleasure. Consequently, H2 is supported.

Implications for Theory and Practice

The purpose of this paper was to examine whether gender influences the perception of pleasantness within change environments. Results indicate there are significant gender differences, but only for non-task-relevant change, where males and females display divergent effects when facing high levels of non-task relevant change. Given males are more adversely affected by change than females, online retailers predominantly targeting these change-adverse males should develop focussed strategies, such as "sneak peaks", to mitigate change-induced displeasure. Meanwhile, retailers predominantly targeting females, can also utilise non-taskrelevant changes to mitigate *some* of the displeasure induced from task-relevant change.

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Understanding the drivers of showrooming behaviour

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Abstract:

Defined as the practice of consumers examining merchandise and gathering information in physical retail settings, but then proceeding with purchasing the product online, little is known about the drivers of showrooming behaviour. This study aims to analyse the driving factors and identify possible coping strategies to support retailers in addressing this behaviour. While intentional showrooming is undertaken on purpose and systematically, unintentional showrooming occurs when external conditions and factors impact the visit of the customer to the store, including availability or product and purchase urgency. Based scenario-based experiments posed in an online survey of consumers who have experienced showrooming, this study identifies a series of factors that drive showrooming from a customer perspective and proposes a typology of consumers based on their likelihood to engage in showrooming behaviour. This study has critical implications for retail managers dealing with ever-changing consumer shopping habits, omnichannel shopping and disengaged customers.

Keywords: cross-channel purchasing; free-riding; consumer decision-making styles Track: Retailing and Distribution

Introduction and Research Aim

The practice of showrooming has emerged as a credible threat to physical retailing as consumers make purchase decisions in multi-channel environments and increasingly rely on smartphones to inform their purchase journey. Defined as the practice of consumers examining merchandise and gathering information in physical retail settings, but then proceeding with purchasing the product online (Mehra, Kumar & Raju, 2017), little is known about the drivers of this phenomenon. This study aims to analyse the potential drivers and identify possible coping strategies to support retailers in addressing this behaviour.

Prior literature suggests that channel attributes such as perceived differences in price, ease of use, convenience, effort, and hedonic value (Heitz-Spahn, 2013; Keen, Wetzels, De Ruyter & Feinberg, 2004; Verhoef, et al., 2007) may explain cross-channel free-riding behaviour, along with marketing efforts (Ansari, Mela & Neslin, 2008), social influences (Chiou, Wu & Chou, 2012), time pressure and shopping task or goal (Neslin, et al., 2006; Blakemore, Nicholson & Clarke, 2002), and consumer decision-making styles (Burns, 2006, 2007). Situational factors such as product *availability* and purchase *urgency*, as well as interactions occurring in the retail environment also have an effect.

The aim of this study is to provide a deeper understanding of intentional versus unintentional showrooming. This study contributes to the emerging stream of research on channel-related reasons for showrooming and proposes that this behaviour is driven by a range of factors beyond price, including customer-specific characteristics and situational factors. By deepening the understanding of showrooming behaviour, this study has implications for retail managers dealing with ever-changing consumer shopping habits, omnichannel shopping and disengaged customers.

Methodology

An online survey of consumers who have experienced showrooming was developed to interactively test the likelihood of using a smartphone in the retail environment, and to switch channels to achieve a purchase goal. Respondents were first asked to choose an electronics device that is important in their life (with product options: Laptop / Tablet/iPad / Camera), and this product choice was then presented to them in one of eight possible scenarios in a 2x2x2 block design, based on the urgency (or lack thereof) of purchasing the product; whether that product was available in the channel (or not), and whether this was in-store or online. An illustrative scenario was: You would like to replace your {product} with a new one [Urgency = No]. You go to The Electronicshop, a leading consumer electronics retailer [channel = in-store], to check out some {products}. While in store, you examine and test a bunch of {products} but you do not find the exact model you were looking for. [Available = No]. Respondents then answered a block of questions about the likelihood of their using a smartphone while in-store to compare prices online, or look up alternative products online; purchasing the product in the store; leaving the store and purchasing from an alternative physical store; purchasing from that retailer's website; or purchasing from another retailer's website (among other options).

A sample of 400 respondents was generated using MTurk, with 221 females, 178 males and one 'other'; and a younger-skewed age distribution (18-24: 9%; 25-34 42%; 35-44 24%; 45-54 15%; 55-64 7% and 65+ 3%), in keeping with the typical "Caucasian, technologically-adept, highly educated secular workers" and average ages encountered in MTurk samples (McDuffie, 2019; Bentley et al, 2017). The respondents also answered scale items from the Consumer Decision Making Styles Inventory (Sproles & Kendall, 1986; Wesley, LeHew &

Woodside, 2006), along with their own cross-channel purchasing behaviour. Manipulation checks for understanding the urgency and availability conditions were successful.

Results and/or Discussion and Contributions

The experiments showed that respondents were more likely to use smartphones in-store to consider alternative when products were available, and the purchase situation urgent, than the inverse of those conditions, and the combination of available and urgent having the highest likelihood. This suggests respondents wished to minimise post-purchase dissonance before making a purchase. Similarly respondents indicated they would compare prices online, if the product was available and the purchase urgent, but not in the absence of those. They would not leave the store to purchase in another physical store (and with a further reduced likelihood given urgency and local availability), but they might (with low level of support) go to the website of the retailer, or (slightly stronger) to the website of a competing retailer, with this likelihood stronger in the absence of availability and the presence of urgency.

To determine whether consumer decision styles had any influence on showrooming behaviour, a structural equation model was run with the eight Sproles and Kendall (2006) consumer decision-making styles inventory factors. The model performed well (RMSEA: 0.041; normed χ^2 : 143.954, df108, CMIN/DF 1.333; CFI, .977; TLI, .97; GFI .92; AGFI .887), but the relationship between Choice Confusion and showrooming behaviour was not significant (while Brand Conscious, Recreational/Hedonic and Impulsive/Careless were).

Implications for Theory and Practice

This research explores the circumstances in which customers might perform cross-channel free-riding purchase behaviour, and finds that urgency increases the likelihood of this behaviour in the absence of availability. It also finds that cross-channel information search is likely even when the product is available in the store, as a way of validating the information being provided in the store – scenario outcomes which are consistent with literature findings to date (Heitz-Spahn, 2013). Extending this to categorising customer segments prone to showrooming behaviour, finds that respondents who are particularly familiar with brands, and less loyal to particular brands (or impulsive by nature) are more likely to showroom – but those particularly confused by brand choice are not, perhaps indicating that stores have a role to play in narrowing the consideration set for customers that are overwhelmed by product and brand proliferation.

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How visible are new brands on shelf?

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Abstract:

Point-of-purchase (POP) marketing efforts are crucial to a new brand's success. Yet, existing research has largely overlooked the uniqueness of new brand purchases, and in turn the idea that effective efforts for established brands may not be applicable. Using eye-tracking, the present research addresses this issue and answers two specific research questions: i) What are the visual based decision-making behaviours exhibited by new brand buyers at the shelf? and ii) How can brand managers increase the visibility of a new brand on shelf? The data comes from a rare data collection opportunity with a real-life new FMCG brand in the Australian market. A key outcome of the research pertains to recommendations as to the level of marketing support needed for new brands in-store vs. out-of-store, and the specific POP marketing strategies that are most effective for new brands.

Keywords: New brands, point-of-purchase, retail.

Introduction and Research Aim

Shoppers are exposed to an abundance of products on supermarket shelves; approximately 30,000 according to the Food Marketing Institute (2017). While this burdens individuals through a phenomenon known as 'hyperchoice' (Mick, Broniarczyk, & Haidt, 2004), this trend also suggests difficulties for marketing concerning how to make one particular brand standout on the shelf. Existing research has shown that point of purchase (POP) marketing factors such as packaging (Orquin & Mueller Loose, 2013), shelf placement (Chandon et al., 2009), and pricing (Bogomolova et al., 2018) all have a strong bearing on in-store decisions. Yet, such insights have been generated almost exclusively in relation to existing brands. Consequently, insights into the effectiveness of such strategies for brands that are new to market is limited, and is the focus of the present research.

Specifically, it is widely agreed that in increasingly cluttered retail environments, creating consumer pull through memory-based strategies alone is not enough: marketers must also create 'visual equity': the incremental sales triggered by in-store visual attention (Chandon, Hutchinson, & Young, 2002). Visual equity is particularly important for new brands because they cannot rely on familiarity to drive consideration. Moreover, the in-store environment provides a key opportunity for new brands to stimulate trial, given that a significant proportion of purchase decisions are made in-store (Silveira & Marreiros, 2014), especially impulse and unplanned purchases (Mohan, Sivakumaran, & Sharma, 2013), typical of new brands.

The present research aims to understand the effectiveness of POP marketing strategies for new brands. Aided by the use of eye-tracking methodology and the availability of a unique data set collected with an entirely new brand entrant to market, we ask the questions:

RQ1: What are the visual based decision-making behaviours exhibited by new brand buyers at the shelf?

RQ2: How can brand managers increase the visibility of a new brand on shelf?

An experimental design is employed with the manipulation of three variables known to influence decision-making at the shelf for established brands: shelf location, prior exposure to advertising, and store type. The final manipulation provides timely insight with shoppers transitioning from weekly shops to more frequent, smaller top-up shops (Australian Food News, 2015).

Background

'Visual marketing' refers to the strategic utilisation of visual stimuli to communicate with consumers in the pursuit of marketing goals (Wedel & Pieters, 2006). The importance of visual marketing lies in the axiom that 'unseen is unsold' (Chandon et al., 2002), i.e., a brand needs to be noticed to be purchased. The Theory of Attention to Visual Marketing (Wedel & Pieters, 2006) emphasises that consumers have a limited capacity to process their visual field. As such, consumers are selective in the stimuli that are processed, which are influenced by both visual factors (bottom-up) and memory-based (top-down) goal-driven goals, needs, or desires (Wedel & Pieters, 2006). Whilst both factors together contribute to visual attention, strongly salient visual stimuli have the potential to capture attention even if consumers are not primed to them. Opportunities to understand the effectiveness of visual stimuli have recently improved due to the ease and availability of measurements through the recording of eye-movements. Outputs of visual marketing are known as "visual lift", defined as the incremental increase in brand consideration from its memory-based baseline (Chandon et al., 2009). Several POP marketing strategies have been shown to influence visual lift, including the number of facings,

shelf position and promotions (ibid). For example, it is widely acknowledged that centre-placed products are noticed by more shoppers (Chandon et al., 2009). It has also been shown that visual lift is greater for brands with moderate memory-based equity (Chandon et al., 2002), i.e., brands with at least some baseline consideration.

Surprisingly, existing research has largely neglected to consider new brands, or has attempted to do so only to encounter methodological limitations. For instance, Chandon et al. (2009) found that too few participants noticed a new brand on the shelf, meaning that they were unable to make any valid conclusions as to the effectiveness of strategies. This is concerning because new brand purchases are distinctly different from repeat purchases (Bogomolova et al., 2019), most notably since they evoke no memory-based equity or familiarity. As a result, the ideal POP strategies for new brands is unknown.

Another important consideration for the POP marketing for new brands is store type. Research suggests that shoppers are more likely to take their time to make a purchase decision in supermarkets versus convenience stores, where shoppers typically make faster decisions. It is also proposed that shoppers employ heuristics for fast decisions, such as choosing familiar brands (Hoyer & Brown, 1990). Whether there will be differences in the visual strategy for new brands across shopping contexts is similarly worthwhile to study.

Proposed methodology

The research draws on the opportunity to collect eye-tracking data for a new FMCG brand set to launch into the Australian market in Q3 2019. Shoppers (N=80) will be recruited from a recruitment agency and asked to perform two shopping tasks in a shopper behaviour laboratory. The laboratory setting comprises a large screen depicting a real-life static planogram shelf. This setting offers a notable advantage over typical screen-based experiments (e.g., Chandon et al., 2009) as it allows shoppers to approach and walk along the screen, as they would in a real store aisle; the products are also a more realistic size. Shoppers will be assigned two tasks in a randomised order: 1) "Choose a brand that you would like to buy" and 2) "Choose a brand that you have never purchased before but that you would consider buying". The purpose of the second task is increase the likelihood that the new brand will be noticed on the shelf, avoiding limitations of previous research (e.g., Chandon et al., 2009). To examine the research questions, several variables will be manipulated for the new brand in a 2x2x2 research design: shelf location (centre vs off-centre); prior exposure to advertising (exposure vs no exposure); and store type (convenience vs supermarket store). After completing the shopping task, participants will be asked to complete a short survey capturing demographics, category and brand usage.

Proposed Implications for Theory and Practice

This research addresses a notable oversight as to the in-store visual marketing strategies that are beneficial for new brands. Expected findings of managerial importance include the level of marketing support needed for new brands in-store; how visible new brands are in large vs small format retail environments; and the impact of POP marketing strategies on brand visibility on shelf. We anticipate that these topics have the potential to stimulate intellectual debate within the relevant research strand, and to result in a substantial program for future research.

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What can we learn from ancient sales ledgers?

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Abstract:

Victorian era customer purchase records from a famous London tailor reveal a close fit between actual and predicted buying using the stochastic NBD model. Within this conceptual framework, novel data can generate useful results, in this case showing that the buying patterns of high-end tailoring customers in the 19th century are very familiar, and comparable to their 21st century counterparts. This is useful in categories that lack longitudinal data, such as many luxury goods. The first contribution of this research is to show that luxury goods consumer culture has remained steady over time. Second, the NBD model can be used to predict market penetration growth. Third, the results indicate that marketers should seek to increase the total number of customers rather than just focus on heavy ones and finally the NBD model can serve as a benchmark tool to evaluate any real change in buying behavior (as opposed to stochastic change), caused by marketing activities.

Keywords: Stochastic modelling, prediction, NBD, Luxury goods

Introduction and research aim

The aim of this study is to test whether 19th century data can help to fill gaps in knowledge of luxury goods buying behaviour. The study uses newly available sales ledgers from a Savile Row tailor founded in 1806 that contain about 132,000 names. The ledgers are of great interest to biographers and fashion historians, but also hold a treasure trove of data on luxury goods buying behavior. This is useful because even today, with demand for luxury goods topping \$1.3 trillion (Bain & Co, 2019) and rising at 5% or more per year, there is little longitudinal data on buying habits. Until now, the available category data is mostly qualitative, or oriented to the media habits of buyers (Atwal & Williams, 2009) leaving a gap in our understanding of luxury goods buying (Lamb, 2013), leading to the research question:

What does historic purchase data reveal about luxury goods buying behaviour?

This paper extends the well-known stochastic negative binomial distribution (NBD) model for the first time to a luxury product. A key implication of the NBD conceptual framework is that customer buying follows predictable patterns that can provide a useful benchmark for managers to evaluate brand performance and marketing activities. The NBD has been used to model brand purchasing over the past 60 years for many different products, time periods and countries (Chatfield, Ehrenberg, & Goodhardt, 1966; Ehrenberg, 1996; Sharp & Romaniuk, 2016) making it one of marketing's most reliable models (Sharp, 2010) and a useful tool for understanding purchasing patterns (Schmittlein, Bemmaor, & Morrison, 1985).

The NBD generally shows that the purchase frequency distribution of a product has many light and few heavy buyers. Though heavy buyers are important to a brand's sales, evidence from many product categories shows that the 'top 20%' of customers account for between 50 and 60 percent of sales (Schmittlein, Cooper, & Morrison, 1993; Sharp, 2010).

Another useful property of the NBD model is its conditional expectation. When modeling purchase frequency, one can predict the number of purchases made in a subsequent time period from those observed in the current period of the same length (this is the expected mean of purchases) $E[X_2 \mid X_1 = x]$. Based on conditional expectation, Goodhardt & Ehrenberg (1967) introduced the benchmarking of future purchase change based on past performance, which they called conditional trend analysis (CTA). This has key managerial implications (Morrison & Schmittlein, 1988) because it enables managers to identify whether a change in sales is due to previous non-buyers, light buyers or heavy buyers (Schmittlein et al., 1985).

Methodology

A sample of 500 names was drawn randomly from sales ledgers covering the years 1890 to 1899. For each customer, all purchases during the entire period were tabulated for how many times they purchased, how much they spent on each purchase occasion, and how many items they bought. The data was organized by customer and by year. Frequency distributions were then made on total purchases and total spending. The handwritten records used pounds, shillings and pence, but these have been converted into 2019 GBP for ease of understanding.

In order to apply the NBD in this context we first assume that buying of bespoke tailoring x in successive time periods follow a Poisson distribution with parameter λ

(1)
$$f(x)$$
 poisson = $e^{-\lambda} \lambda^x / x!$ with mean $E[x] = \lambda$

and mean of product purchasing λ of different customers in the long run differ and their distribution takes a Gamma form.

(2)
$$f(\lambda; k, a) = \lambda^{k-1} * e^{-k/a} / a^k \Gamma(k)$$

Results, Discussion and Contributions

Chi squared tests show no statistically significant differences between observed purchases and the NBD theoretical estimates ($r^2 = .94$, $\chi^2 = 1.4$, df = 3, p = 0.41). This clearly demonstrates that the NBD model fits well. In detail, the average yearly spend by Victorian gentlemen was £4,568 per customer, with a maximum of £40,014 and a minimum of £19 per year (excluding those who did not make a purchase during the year). Over the entire ten year period, the average spend per customer was £26,510 and the maximum was £240,084. When charted, the distribution of heavy and light buying takes the typical NBD shape, with far more light buying than heavy buying. The pattern was the same when looked at by number of purchases per year, purchases over 10 years or total spending over 10 years.

When the top spending 20% of customers was separated out, they accounted for 56% of all purchase revenue, in line with expectations (Kim, Singh & Winer, 2017).

Implications for Theory and Practice

The initial findings from this Victorian data are the first attempt to model luxury goods buying patterns over an extended time period. This is also a pioneering exploration of historical buying, raising the possibility that other archives may exist in other categories.

The close fit of actual buying to NBD predictions show that stochastic modelling extensions to novel data can generate useful results. When checked by the current managers of the company, they felt that the current customers mix and their buying behavior were much the same-- not only were the frequency of purchasing and the annual amounts spent similar, but so was the composition of the customer base--half British, a quarter European and a quarter from the rest of the world. This indicates that the consumer culture for bespoke tailoring has a global dimension that has persisted for at least 130 years. In other words, the buying of luxury clothing in the past tells us a great deal about the present. This is important today because of the continued lack of longitudinal data in luxury categories.

There are several important implications of the results. First, luxury goods makers can use the NBD to evaluate the contribution of light versus heavy customers to their overall product sales (e.g. which contribute most to sales). Second, managers could use the NBD model to predict market penetration growth over time. This is particularly useful for luxury goods marketers because it shows the importance of current non-customers to future sales. Third, the results indicate that targeting heavy buyers in order to increase sales is likely to fail, since the model predicts that it is unlikely that existing heavy buyers could further increase their purchasing and more significantly, that there will be many more infrequent buyers. Marketers should therefore seek to increase the total number of customers rather than just focus on the heavy ones. Finally, the NBD model could be used to benchmark any real change in buying behavior (as opposed to stochastic change), caused by marketing activities.

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Affective content and online review helpfulness

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Abstract:

Online customer review are becoming more and more important in the marketing scenario. In this context this paper explores the role of affective content in online reviews and their subsequent effect in the perceived helpfulness of reviews. The paper also explores the role of review length and review valence in perceived helpfulness. Using data collected from www.amazon.in (3,473 product reviews), the study establishes that affective content is useful for increasing helpfulness of experience products, while the same is detrimental in the case of search products. Findings are also reported on the role of review length and review valence in experience vs. search products situations. The contributions shed light into an earlier unexplored area with regard to online reviews.

Keywords: Affect, Review Length, Review Valence, Helpfulness

Introduction and Research Aim

With the growth in internet consumers can evaluate products and services through the experiences of others. Customers visit e-commerce websites (e.g. www.amazon.com) to explore the detailed product reviews (King et al., 2014). Such reviews are called electronic WOM (eWOM); which is defined as "any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet" (Hennig-Thurau et al. 2004). Prior research has indicated that eWOM influences almost 20-50% of all purchase decisions (Bughin et al., 2010).

Not all available reviews are considered equal. Some reviews are of greater interest to customers than others (Singh et al., 2017). Online platforms try to assess factors which make reviews more important to customers, and then provide such reviews to customers so as to make their evaluation easier (Ludwig et al., 2013). Many websites provide opportunities for customers to provide feedback on each review by voting if the review was helpful. Previous studies exploring the antecedents of such helpfulness dimension have used quantitative aspects (Qazi et al., 2016; Ghose and Ipeirotis, 2011; Willemsen et al., 2011; Mudambi and Schuff, 2010). Such explorations fail to understand the importance of affective elements which customers perceive as important while evaluating eWOM. Ludwig et al. (2013) explained that affective content and textual properties of eWOM will influence respondent's attitudes.

The aim of this study is:

To investigate the role of affective content, review length and review valence in influencing online review helpfulness.

We address three research questions in line with this aim:

RQ1: Does affective content influence helpfulness of online reviews?

RQ2: Does the role of affective content vary with regard to *search* and *experience* products?

RQ3: How do review length and review valence influence online review helpfulness.

Conceptual Model

Affect is an umbrella set including emotions, moods, and attitudes, which are also commonly understood as the internal feeling states (Bagozzi et al., 1999; Cohen et al., 2008). The role of affect has been studied in domains including shaping attitude towards advertisement (Holbrook and Batra, 1987), product satisfaction (Oliver, 1993), and product consumption (Andrade and Cohen, 2007). Affect is considered to be an integral element in decision making and eliciting emotions (Cohen et al., 2008). The affect-as-Information theory postulates that consumers tend to use affective feelings as a source of information while evaluating products (Schwarz, 2010). Studies indicate that people evaluate a product by the subjective affective response to the products (Pham, 1998). Cohen et al. (2008) suggests that affective information will be instrumental in shaping decisions. Thus evidence suggests that affective content in reviews will help in decision making.

We argue that for *search* products, since the quality and attributes of the products are objective, easy to ascertain and comparable, customers will give lower importance to affective cues (Andrade, 2005). While in the case of *experience* products, it is difficult to ascertain the quality of the product, products are subjective and difficult to compare, thereby

customers will use affective content as information (Pham, 1998) to evaluate the product. Thus we assert that affective content will be more helpful in *experience* products as compared to *search* products.

Length of the review is understood as the number of words contained in the review. It is known that review length affects the perceived helpfulness of eWOM (Mudambi and Schuff, 2010). We assert that customers purchasing *experience* products as compared to *search* products, will value longer reviews. Star ratings have been studied in the context of review valence. Willemsen et al. (2011) argue that negative valenced reviews will be perceived as more helpful due to the negativity bias (Skowronski & Carlston, 1989). Negative information is considered more diagnostic (Ahluwalia, 2002; Herr et al., 1991). Thus we assert that negative reviews (low star ratings) will be perceived as more helpful to customers. Since *experience* products are more subjective, negative cues will be more helpful or more diagnostic in avoiding the product. Thus review valence will have a stronger negative association with helpfulness in *experience* products.

Method and Analysis

Data was collected from www.amazon.in website. A total of 3600 individual reviews were collected initially. After eliminating outliers a total of 3,473 reviews were identified for further analysis. Linguistic Inquiry and Word Count (LIWC) software (Pennebaker et al. 2015) was used to ascertain various sentimental, linguistic, and argumentation styles from texts. Further, we conducted zero inflated Poisson regression using STATA/SE 15.1 to arrive at the coefficients of association and significance of factors.

Results, Discussion and Contributions

Firstly, affect can been seen to negatively influencing helpfulness of online reviews. It was seen that affective content influences the helpfulness of online reviews more positively in the case of *experience* than *search* products. This contribution suggests that affective content in the case of *experience* products will use be used as information due to the 'affect-as-information' hypotheses (Pham, 1998) and use affective cues as representative of the target. This is one of the first papers which has explored this dimension of affective content in online reviews being perceived helpful in the case of *experience* products, but not so in the case of *search* products. Secondly, Review Length was found to be positively influencing helpfulness of online reviews, while valence is seen to negatively influencing the helpfulness of online reviews. Third, the results indicate that irrespective of the product type, review length is positively associated to review helpfulness, while irrespective of product type review valence has a detrimental effect on review helpfulness.

E-commerce platforms have been trying to prioritize available eWOM to provide the most appropriate reviews to the customers. Such a categorization of reviews is essential as the available volume of data on e-commerce platforms can often be overwhelming to customers (Singh et al., 2016). The paper makes some significant contributions to the e-commerce industry in assessing and prioritizing reviews for customers. E-commerce platforms that need to prioritize reviews can use affective cues as a parameter for prioritization. Online reviews for search products which have affective cues would be considered useless, while reviews with affective content in the case of experience products will be deemed useful.

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The rise of emerging payment methods

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Abstract:

Advancing technology propels disruptive innovation in payment methods and enables consumers to choose from a vast array of payment options to finalise their in-store purchase. Although determinants of emerging payment adoption have been extensively explored, novel theoretical work is lacking, and as a result, little knowledge has accumulated of how to promote emerging payment method adoption or the nature of the co-dependent diffusion process between merchants and consumers. We review the literature on payment method adoption and propose a new conceptual framework incorporating payment characteristics and key aspects of payment adoption. Building on what we already know in this area, we outline what we now need to know about emerging payment methods adoption, given this conceptual framework. We point out research gaps and outline research questions with the potential to generate fruitful results within this area.

Keywords: Emerging payment methods; Payment adoption; Conceptual framework

Introduction

Advancing technology propels the evolution of novel payment methods. Across the globe, consumers are now shifting towards emerging payment methods with contactless functions, and these even account for approximately half of all transactions at the point of sale in Europe (De Best, 2019). Given this disruptive growth of emerging payment methods, we are surprised that there is limited knowledge of how best to facilitate adoption of these new payment methods, and how such adoption may affect consumer behaviour. Beyond the examination of the determinants of emerging payment adoption, there are few substantive theoretical advances in this area yielding implications for utilisation of innovative payment options. Hence, the present paper aims to review what we already know in the payment adoption and point out what we need to know under the guide of a proposed new conceptual framework.

Background and Literature Review

We define emerging payment methods as all payment methods with contactless functions for in-store purchase. This definition provides an explicit comparison with traditional paper-based payment and magnetic stripe card payment. A large payment adoption literature has been built on established models of technology adoption, based on the theory of diffusion of innovation (DOI) (Rogers, 1983). DOI differentiates five perceived characteristics of innovation as the critical factors for adoption rate, including relative advantage, compatibility, complexity, trialability, and observability. Those five factors have been transformed, explained, or expanded in many payment adoption studies (e.g. Mallat, 2007; Plouffe et al. 2001). The Technology Acceptance Model or TAM (Davis, 1989) is also one of the most widely used models in payment adoption (Plouffe et al. 2001; Leong et al., 2013; Liebana-Cabanillas et al., 2014) based on two predictors for intention to adopt: perceived ease of use and perceived usefulness. TAM provides a parsimonious form for predicting adoption, and is frequently integrated with other models (Liebana-Cabanillas et al., 2018). Another extensively used model in payment adoption is the Unified Theory of Acceptance and Use of Technology (UTAUT) proposed by Venkatesh and Davis (2003), which builds on eight other prominent models in the technology adoption literature. The model specifies four core determinants and four moderators of intention to adopt. Some determinants in UTAUT are similar to elements of DOI and TAM, for instance, performance expectancy is similar to perceived usefulness in TAM and social influence resembles observability in DOI; however, studies in payment adoption favour UTAUT and its extended version UTAUT2 (Venkatesh et al., 2012) for the increased explanatory power of its additional variables (e.g. Slade et al., 2015; Khalilzadeh et al., 2017).

Studies on determinants of novel payment adoption will be presented in detail at the conference. However, such studies typically apply either DOI, TAM, UTAUT or UTAUT2, and have several factors in common, such as perceived ease of use, convenience, perceived risk, trust and social influence being key antecedents of the intention to adopt emerging payment methods (Dahlberg et al., 2015), and widespread use of demographics as moderators (e.g. Borzekowski and Kiser, 2008, Leong et al., 2013; Liebana-Cabanillas et al., 2014).

While we acknowledge the importance of this prior work, we argue that over-reliance on prior theoretical frameworks has limited the creativity of investigation into novel emergent methods of payment adoption. The tendency to simply put variables into the TAM or UTAUT model and to add or drop variable combinations sculpts all the research in novel payments methods into a very similar shape. As Dahlberg et al. (2015) note in review on mobile payment adoption, from 1999 to 2014, the eternal topic in mobile payment adoption is the determinants of the intention to adopt and the use of factors such as "security" and "trust" is becoming repetitive and no longer generates novel insights.

To address the lack of theory advancement in emerging payment adoption, we propose to reinvestigate emerging payment adoption from the perspective of the co-dependent diffusion process in the two-sided payment market (Rochet & Tirole, 2002; 2006). Rochet and Tirole (2002) analyse platforms in two-sided markets with network externalities in the payment card association context. For example, the authors argue that fee structures contribute to merchants' adoption resistance and this resistance from merchant side impairs consumers' willingness to adopt novel payment methods. Yet the market structure and membership benefits that affect merchant adoption can still potentially be linked back to the social influence and image factors in the adoption models.

Conceptual Framework

Following a detailed review of the literature, to be presented at the conference, we propose a new conceptual framework for payment characteristics and the dimensions of payment adoption. We combine perceived ease of use and perceived usefulness into convenience, combine perceived safety, perceived risk and trust into security, and combine social influence and subjective norms into social image. We propose technology as the level of merchants' participation to moderate consumers' adoption towards a specific payment method, impacted by technological and economic factors. We then outline three key aspects of adoption to understand the development of the intention to adopt in the payment market (Figure 1).

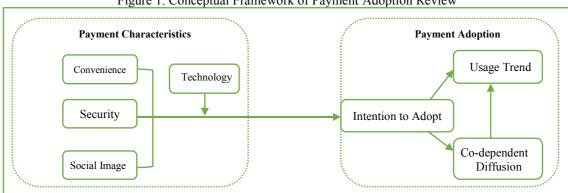


Figure 1. Conceptual Framework of Payment Adoption Review

Implications

Current research on emerging payment adoption concentrates on model testing and modification to accommodate specific scenarios. We argue that fresh conceptual development is needed. New ideas such as (1) what determines the diffusion rate of emerging payment methods; (2) how to measure the willingness to adopt based on simple and objective payment characteristics; (3) how new payment methods displace existing payment methods based on repertoire switching matrices (4) how best to monitor uptake of emerging payment methods and (5) what promotions or pricing incentives best enhance emerging payment adoption are worth exploring from the perspective of a new conceptual framework.

Moreover, given that most adoption literature only looks at the consumer side, researchers seem to forget that the payment market is two-sided, as consumer adoption depends on merchant acceptance, and vice versa. Hence, we argue that future work should investigate the market structure and optimum pricing for emerging payment methods from the merchant as well as the consumer perspective. Finally, we also encourage more empirical work with real transaction data to ensure the accuracy of research into novel payment methods (Van der Cruijsen, Hernandez and Jonker, 2017).

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Services Marketing

Enhancing social presence in SSTs using smileys

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Abstract:

The increasing incorporation of technology in service has heightened the need for further research on the social experience of the customers interacting with self-service technologies (SSTs). We address this issue and focus on the integration of smileys in service dialogues of SSTs to investigate whether these facial representations create social presence. Findings of an experimental study reveal a positive direct effect of the customers' perception of the emotions expressed by SSTs through smileys on the customers' sense of social presence as well as a positive indirect effect that is mediated by emotional contagion. Moreover, results show that the perceived emotions expressed by the SSTs through smileys are positively affected by the costumers' experience in using smileys. Results contribute to the research on customers' reactions to smileys in service context and introduce an opportunity to give service interactions via SSTs a 'human touch'.

Keywords: Self-Service Technology, Social Presence, Smiley

Due to the increasing 'technology infusion in service' (Bitner et al., 2010) more and more SSTs (e.g. check-in kiosk, chatbots) empower the customers to produce their own services by using technological interfaces (Meuter et al., 2000). In this way, SSTs improve the service efficiency both for customers and service providers (Bitner et al., 2010). However, SSTs substitute faceto-face interactions and lead to the loss of social interaction. This challenges service provider to offer technology-based service interactions that are not only efficient but also personal and sensitive. Since studies on the social and emotional aspects of the customers' interaction with SSTs are still scarce, research on how companies can enrich their SSTs and add emotional and social value to these service interactions is needed (Van Doorn et al., 2017). We address this issue and consider social presence (SP) that is known to be a key driver for customers' social experience in technology-based service interactions. SP in turn is formed by human cues embedded in the design of the interface and the service dialogues of the SSTs (Verhagen et al., 2014). Taking into account that service dialogues of SSTs are often text-based, we focus on smileys as popular substitutes of human facial expressions (Walther and D'Addario, 2001). While Park and Sundar (2015) revealed that text messages with emoticons cause higher levels of SP in the context of computer-mediated communication (CMC), research on the impact of smileys on SP in customers' interactions with SSTs, i.e. a human-computer-interaction, is missing. Complementing the existing literature, the aim of this study is:

To explore the effects of smileys on social presence in customers' interaction with self-service technologies in order to contribute to the lack of research on the social issues of technology-based service interactions.

We address two research questions in line with this aim:

RQ1: Are smileys able to create social presence in customers' interaction with SSTs?

RQ2: How could smileys create social presence in customers' interaction with SSTs?

Conceptual Model

Drawing on the CASA paradigm (computers as social actors), research on human-computerinteraction considers SP as a key driver of successful service interactions (Verhagen et al., 2014). Short et al. (1976) describe SP as a feeling of personal, social, and sensitive human contact conveyed through and within a medium. SP can be created through the design of the interface and the service dialogue of the SST by embedding cues of human appearance, behavior and/or state of mind (Verhagen et al., 2014). Since customers' interaction with the SSTs often rely on text-based communication, the limited opportunities to send nonverbal cues (e.g. facial expressions, voice) challenges companies to add such human cues to the service dialogues. However, research from the area of computer-mediated communication reveals that smileys, i.e. graphical or animated symbols like $\stackrel{\square}{=}$ or $\stackrel{\square}{=}$ replacing facial expressions of emotions (Ganster et al., 2012), function as non-verbal cues in face-to-face-communication (Walther and D'Addario, 2001). In this way, smileys enable senders to express and convey emotions and imbue messages with emotional and social meaning (Skovholt et al., 2014; Ganster et al., 2012). Thus, we suggest that expressing emotions via smileys in the service dialogues of the SSTs can add human cues that make the service interaction more personal, social and warm, and hence, could create SP.

Going beyond this perspective, first studies on the effects of smileys on customers in computer-mediated communication reveal that smileys not only express emotions, but also generate interpersonal processes like emotional contagion (Lohmann et al., 2017; Sasaki et al., 2016). According to Hatfield et al. (1994) emotional contagion describes the convergence of emotions between interaction partners based on the synchronisation of their emotional expression behaviours. In doing so, emotional contagion leads to smooth and harmonic

interactions and foster a feeling of connectedness. Hence, we further suggest that smileys do not only enhance SP in interaction with SSTs by adding emotional and human cues, but also create a feeling of a sensitive human contact by stimulating the social process of emotional contagion. Thus, we hypothesize:

Hypothesis 1: The positive impact of the emotions of the SST expressed by smileys on social presence is partially mediated by the process of emotional contagion.

Moreover, Takahashi et al. (2017) explain that individuals that have only few experiences in communication with smileys have difficulties to recognise the emotions expressed by the smileys. According to these insights, we propose that the effects of smileys on the perceived emotions expressed by the SSTs via smileys are higher in customers with high experiences in using smileys (EUS) compared to customers with less EUS. Thus, we hypothesize:

Hypothesis 2: The customers' experience in using smileys positively affects the perceived emotions expressed by the SST through smileys.

Methodology

We conducted an online experiment with a one-factorial between-subject design, comprising two scenarios that describe a customer interaction with a SST (a print generator of photos) only differing in the use of a smiley. Using www.prolific.ac we recruited 206 participants (females: 37 years) that were randomly assigned to one of the conditions (text + joyful Smiley vs. text only). In line with the joyful smiley we focussed on the emotion enjoyment. re measured with existing scales and exceeded the critical thresholds of ty: SP (Verhagen et al., 2014; alpha = .93, AVE = .78, CR = .95), enjoyment SST (Izard 1977; alpha = .96, AVE = .93, CR = .97), emotional contagion represented by the difference of customers' enjoyment before (Izard 1977; alpha = .90, AVE = .83, CR = .94) and after presenting the scenario (Izard 1977; alpha = .89, AVE = .82, CR = .93), EUS (Dahl et al., 2001 (adapted to the context); alpha = .88, AVE = .81, CR = .93).

Results and Discussion

Before testing our hypothesis, we checked the impact of the use of the joyful smiley on the customers' perception of enjoyment expressed by the SST and found that the smiley exerts a positive effect (b = .29, p < .001). Thus, participants perceived more enjoyment in the interaction with the SST when being presented the joyful smiley. In line with hypothesis 1, results of a mediation analysis with PROCESS (Hayes, 2013) further show that the enjoyment expressed by the SST has a significant positive direct effect on SP (b = .45, p < .001) as well as a significant positive indirect effect mediated by emotional contagion (b = .05, LLCI: .302, ULCI: .593). Thus, hypothesis 1 is supported. To test hypothesis 2, we conducted a regression analysis in the experimental condition 'text + joyful smiley' and found that EUS exerts a significant positive effect on the customers' perception of enjoyment expressed by the SST (b = .23, p < .021). Hence, hypothesis 2 is supported, as well.

Contributions and Implications for Theory and Practice

Reported findings offer a deeper understanding of the effects of smileys on SP in customers' interaction with SSTs, and thus, contribute not only to the research on customers' reactions to smileys in service context, but also to the research on the social impact of SSTs on customers. Considering smileys in service dialogues of SSTs creates new opportunities to emotionally load up service encounters via SSTs and foster warm and personal interactions.

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Role of customer personality in customer-employee interactions

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Abstract:

In recent decades, the banking industry has undergone several changes implying the need for banks to differentiate themselves. This study examines the influence of the Big Five personality traits on relationship quality and customer loyalty on the person-to-person and person-to-firm levels in the retail banking industry in Hong Kong. A total of 210 online surveys were collected via the random sampling method. The findings revealed that extroversion influences relationship quality and customer loyalty. Extroversion showed a significant impact on relationship quality while relationship quality displayed a significant impact on customer loyalty on both the customer-contact employee and bank level. Moderate loyalty transfer effects between customer-contact employees and banks were identified. Several implications are derived for service research and service encounter management. The findings provide valuable insight for matching retail bank customers and customer-contact employees based on their personality profiles to ensure long-term relationship quality and customer loyalty.

Keywords: customer personality, relationship quality, customer loyalty

The proliferation of financial technology, increased customer sophistication and commoditization of banking relationships have impacted the businesses of retail banks. In order to differentiate themselves from competition, banks need to pay attention to customer relationship management strategies in a quest to retain their loyal customers. In the recent years, the financial products and services offered by banks are becoming increasingly complicated, and customers with limited financial literacy are often confused about the nature of the different financial solutions. Most often, these customers will seek the advice of the frontline customer-contact employees. To cope with market demand, banks need to prioritize their customer groups and design customized offerings to satisfy the different needs and preferences of each customer segment (Estrella-Ramón, 2017; Kochis & Wadhwa, 2019). In most banks, a full portfolio of wealth management services is offered to high net worth customers (with assets HK\$1 million or above), who are assigned a designated relationship manager. These relationship managers possess higher financial skills and are better equipped to assist customers in identifying suitable financial solutions. Through ongoing relational exchanges, these customer-contact employees contribute to the development and maintenance of close relationships with existing customers (Macintosh, 2007; Nora, 2019).

Several studies have examined the factors leading to customer loyalty (Andleeb, 2017; Bhat et al., 2018; Bhatnagar et al., 2017; Boonlertvanich, 2019; Valipour et al., 2019), yet few have focused on customer personality and customer loyalty in relational exchanges. Vazquez-Carrasco and Foxall (2006) suggested that it is necessary to consider customers' personality traits to determine the nature of their relationships with companies, as customers might choose a particular product or service because it could help them express their personality, social position or satisfy specific psychological needs. Although some studies have examined the links between personality traits and relationship variables such as satisfaction, trust and customer loyalty (Choi & Hwang, 2019; Mishra & Vaithianathan, 2015), none has focused on customer personality as an antecedent of relationship quality and customer loyalty.

The aim of this study is:

To examine the influence of customer personality on relationship quality and customer loyalty on the person-to-person and person-to-firm levels

We address two research questions and investigate seven research hypotheses:

RQ1: How does customer personality explain relationship quality on the person-to-person level and person-to-firm level?

RQ2: How does relationship quality explain customer loyalty on the person-to-person and person-to-firm level?

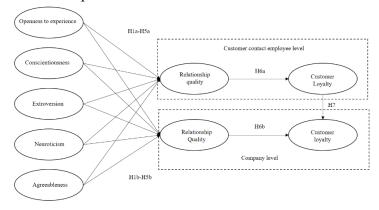


Fig 1. Hypothesized model

Methodology

In total, 210 valid responses were collected via an online survey. The participants were randomly selected from the staff listings on major company websites in Hong Kong. The measurement scales were adopted from previous research, and a pilot test conducted with 52 graduate students confirmed the reliability of the scales. The Cronbach alpha, factor loadings, Average Variance Extracted (AVE) and Composite Reliability (CR) of the constructs exceeded the threshold necessary for construct reliability and validity (Bagozzi & Yi, 1988; Fornell & Larcker, 1981; Nunnally, 1978). A two-step approach was used to test the model, where confirmatory factor analysis was performed to assess the measurement properties and psychometric adequacy prior to testing the structural model using LISREL 9.30.

Results and/or Discussion and Contributions

The findings showed that among the Big Five personality traits (McCrae & Costa, 1987), only extroversion exerted an influence on relationship quality and customer loyalty, while relationship quality had a significant impact on customer loyalty on both customer-contact employee and company levels. Consistent with previous studies (Castillo, 2017; Mishra & Vaithianathan, 2015; Mohammad, 2014; Wang et al., 2014), some loyalty transfer effects between customer-contact employees and banks were identified but the effects were moderate.

The findings provide insights for the training of frontline employees as detailed job roles and scripts as well as relational strategies can be designed to help them cope with the different customer personalities encountered during the service delivery process. Moreover, depending on the personality profiles of customers, employees with similar personalities could be recruited to meet customers' service requirements. Recruitment strategies could be designed based on personality traits to match the personality between customers and salespersons for performance success. To enhance service delivery, banks should provide different types of marketing communications and channels for extroverts and introverts. Branches offering face-to-face or social interactions could fulfill the needs of extroverts while online platforms with full banking facilities could be provided to introverts.

Based on the direct link between relationship quality and loyalty, banks could further improve their performance by equipping their employees with the tools to develop and build relationships with customers. The effect of loyalty transfer implies the need for banks to focus on their employee retention programs, as there might be negative financial impacts if the customer-contact employee quit their jobs and defect to the bank's competitors (Wang et al., 2014).

Implications for Theory and Practice

Several implications are derived for theory and practice. This study extends the field of service research by examining the Big Five personality traits (McCrae & Costa, 1987), relationship quality and customer loyalty on two levels of relational exchanges (i.e., interpersonal and firm). The findings provide valuable insight for matching retail bank customers and contact-employees based on their personality profiles to ensure long-term relationship quality and customer loyalty. Retail bank managers should recognise and identify the different types of customer personalities and create service environments that foster customer-oriented behaviours that support engaging customer-employee interactions.

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Brand congruence's role in assessing winery atmospherics?

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Abstract:

Current frameworks within wine tourism literature that assess the quality of the a cellar door visitation experience appear to be lacking in accurately capturing the impact of atmospherics. To explore this, the concept of brand congruence with atmospheric cues is introduced from services marketing literature and examined using the case of two juxtaposed winery service environments within the Margaret River wine region of Western Australia. Data was collected using a qualitative ethnographic method in which the author visited the two wineries and assessed their atmospherics via a framework adapted from existing wine tourism and services marketing literature. Insights highlight that two vastly different approaches to leveraging atmospheric cues can deliver high quality experiences that are aligned with brand image and positioning. Thus providing a more nuanced approach to assessing winery atmospheric quality

Keywords: Atmospherics, wine tourism, brand congruence

It is widely recognised that cellar door sales are a vital sales channel for wine producers (Bruwer & Lockshin 2014). As a result, creating an engaging wine tourism experience is an important component of any wine producers marketing strategy (Quintal, Thomas & Phau 2015). Efforts have been made within wine tourism literature to develop frameworks to assess the quality of a cellar door experience (McDonnell & Hall 2008; Quintal, Thomas & Phau 2015; Thomas, Quintal & Phau 2018). One such framework, the 'winescape' (Thomas, Quintal & Phau 2018) identified 7 salient attributes that influence wine tourist attitude and behavioural intention towards winery cellar door, namely: 1) natural setting; 2) atmospherics; 3) wine quality; 4) wine value-for-money; 5) signage; 6) complementary service offering and; 7) service staff. Interestingly, atmospherics was found not to influence wine tourist attitude and behavioural intention, which is contrary to the viewpoint within services marketing literature (e.g. Chebat & Morrin 2007; Heung & Gu 2012) in which atmospherics (e.g. physical evidence, aesthetics and ambiance) of a service environment do wield influence.

It is therefore the author's view that atmospherics role within the 'winescape' and how it is measured needs to be reconsidered. McDonnell and Hall (2008) offer a more detailed framework to assess the quality of a winery cellar's atmospherics by loosely adapting the conceptual atmospherics dimensions proposed by Turley and Milliman (2000) to a winery context. However, it is also the author's view that assessing atmospheric variables on a 1-10 good/bad scale may not fully capture the nuances of the ambiance created within the service environment and can ignore efforts to align atmospheric cues with the brand positioning of a winery and the authenticity of the experience they are trying to create.

More recent service marketing literature has highlighted the impact of aligning atmospheric cues with brand image can have on customer attitudes and behavioural intentions (e.g. Foster & McLelland 2015; Hagtvedt & Patrick 2008; Spence et al. 2014). Taking this viewpoint, the author will juxtapose two vastly different cellar doors (i.e. one largely unmanaged cellar door, positioned a farm gate producer and the other positioned as a luxury destination, with a cellar door and restaurant). The aim is to highlight how they can have conflicting atmospherics, but perform well due to alignment of the atmospheric cues with the brand image.

The aim of this study is:

To explore the concept of brand congruence in relation to assessment of atmospherics quality in a winery context

We address one research questions in line with this aim:

RQ1: Does brand congruence with atmospheric cues provide a more nuanced understanding of atmospherics quality in a winery context?

Methodology

A qualitative case study methodological approach was adopted due to the exploratory nature of the study. The aim of the author is to highlight specific nuances within winery atmospheric cues and thus, a qualitative approach will allow richer insights to be presented. An assessment framework was adapted using insights from existing atmospherics (Foster & McLelland 2015; Turley & Milliman 2000) and winery servicescape frameworks (McDonnell & Hall 2008; Thomas, Quintal & Phau 2018). Data was collected via an ethnographic method in which the author visited two selected wineries within the Margaret River wine region in Western Australia and recorded his findings via the adapted framework. The two winery sites were selected due to their juxtaposing brand image, market positioning and their level of unmanaged/managed servicescape.

Results and/or Discussion and Contributions

A simplified assessment tool, highlighting key findings can be seen in Table 1.

Table 1: Key findings from winery visitation

	Carpe Diem	Amelia Park
Brand Image	Handcrafted Italian wines to be	Luxury Margaret River food & wine
	enjoyed with family & friends	destination.
Service offerings	Wine tasting	Wine tasting, restaurant
Prices	\$25-150/bottle	\$15-100/bottle
Target market	Wine curious	Luxury/mass market
External variables		
Entrance	Rural fencing, fold out sign, enter	Stonemasonry/iron gate to grounds. 5-6m
	through winery to tasting area	hard word door opening onto wine barrel filled tunnel to enter tasting room.
Natural setting/grounds	Agricultural. Vineyards/olive trees	Bitumen carpark. Manicured lawns, stonemasonry feature walls. Views of vineyard
Buildings	Tin shed winery	Cellar door and restaurant separate. Stonemasonry walls, hardwood finishings. Luxury
Internal variables		,
Décor/colour schemes	Largely unmanaged. Agricultural	Warm colours. Polished concrete floors.
	machinery and wine barrels	Floor to ceiling windows.
Lighting	Fluorescent lighting	Mood lit barrel room entrance. Natural light through floor to ceiling windows
Odours	Winery smells, fermenting wine	Cooking food, luxury branded scents within bathrooms
Music	Local radio	Contemporary lounge music
Wine style	Handcrafted Italian wines not typical to the region	High quality region specific wines
Cleanliness	Neat but an agricultural	Very clean
Layout	Intimate	Spacious
Human variables		-
Employee	Italian born winemaker/owner,	Knowledgeable and highly trained staff
characteristics	telling personal stories	informing you about wine and food
Uniforms	No uniform, agricultural attire	Professional hospitality uniforms

As can be seen in Table 1, each winery has vastly different use of atmospheric cues. Through ethnographic enquiry, the author assessed the both experiences to be high quality based their own perception and behaviours within the service environments (e.g. Time spent: 2+ hours, made purchase, has exhibited positive word-of-mouth and revisit intentions). Each winery aligned their atmospherics with their brand to deliver an authentic experience. Carpe Diem, most likely unintentionally, has created an immersive agricultural experience to complement their handcrafted positioning, whereas Amelia Park invested heavily into décor and design to create a luxury experience to showcase their high quality region-specific wines and food.

Implications for Theory and Practice

This study contributes to wine tourism literature by introducing the concept of brand congruence as a lens in which to assess atmospheric quality and guide future research within the discipline, whilst also serving as a guide for wine tourism operators/practitioners. The ethnographic method of data collection is open to personal bias, so future research should look to take a more structured approach with established measures for brand image and personality (e.g. Aaker 1997) in conjunction with atmospheric frameworks as well as utilising larger sample sets.

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A new paradigm for transformative service research

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Abstract:

This paper examines the concept of data vulnerability pertinent to personal information disclosure in the context of online services. Data vulnerability signifies a detrimental effect on the well-being of customers and can lead to disengagement with online services. This paper explores the impact of data vulnerability in manifesting service failure as a co-creator of value and subsequent value co-destruction. The study also investigates the cogency to establish Transformative service research (TSR) as a long-term solution for data vulnerability and create well-being for the customers and the stakeholders for the furtherance of the ecosystem. This study conducted 24 in-depth interviews on grounded theory methodology. The findings include forming Transformative online service (TOS model) as a new paradigm contributing to TSR domain and the development of a solid foundation to converse value co-destruction through emergent themes of value re-creation and synergy in the direction of value co-creation.

Keywords: data vulnerability, value co-destruction, transformative service research (TSR)

In the modern context, service implicate a broader influence on life than the traditional doctrine of customer satisfaction affecting the general well-being of every stakeholder (Anderson et al., 2013). However, the existing service has failed to provide a complete answer to individual wellbeing and as a result implicate the need for transformative service research (TSR) to create a comprehensive elucidation focusing on the entire ecosystem (Rosenbaum et al., 2011). Therefore, a service should function as a dynamic system facilitating the changing needs of stakeholders through an unsolidified structure operating beyond a static boundary (Kuppelwieser & Finsterwalder, 2016). The present service is over-dependent on value cocreation and indicates a limited emphasis on negative service nevertheless leading to value codestruction (Echeverri & Skålén, 2011; Plé, 2017; Plé & Cáceres, 2010). Thus, value codestruction is evident especially in the context of online services where the customer communication is process driven and restricted to one-way communication (Daunt and Harris, 2017). Therefore, it is evident that advancement of online services may lead to value codestruction through service delivery failure and as a result demonstrate a great opportunity to design conceptual and theoretical principles through future research (Zhang et al., 2018).

Internet and related technological advancement have failed to incorporate the required ethical and social epitome to people and well-being resulting in diminishing engagement between the firm and the customers (Palos-Sanchez et al., 2019). The progression of online service and technological sophistication has created a heavy burden on customers as they are required to protect confidential information (Malaguias and Hwang, 2019). Data vulnerability can be defined as the susceptibility of information due to unintentional access (Martin et al., 2017). Therefore, considering the above-mentioned gaps in the literature and addressing the call of many scholars, this study examines the impact of online service on stakeholder well-being.

The aim of this study is:

To identify the influence of online service on data vulnerability and subsequent value codestruction and explore the need for transformative service research to facilitate well-being.

Three research questions are addressed in line with this aim:

RQ1: What is the influence of online service on instigating data vulnerability?

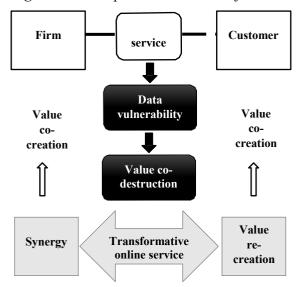
RQ2: What is the impact of data vulnerability in causing value co-destruction?

RO3: How does TSR ensure well-being of people in the context of online service?

Methodology

This research applies qualitative technique considering the exploratory nature of the research questions. In line with this thinking, grounded theory methodology is used as this technique encompasses a foundation for generalising complex problems through an effective data analysis advocating a logical solution (Bryant & Charmaz 2019; Glaser & Strauss 1967; Strauss and Corbin, 1997). This study conducted 24 in-depth interviews in Australia to explore the doctrine of data vulnerability by selecting respondents with more than 3 years' experience in online banking based on a purposeful sampling strategy. A data flow diagram was developed after each interview on a separate sheet to identify the key variables, issues and themes (Lambert, 2019). The coding was carried out through a line by line analysis of the data identifying and labelling key themes. The data were analysed using the approach recommended by Charmaz (2014, 2017) where the process of open-coding, focused coding and axial coding was used to build categories and theoretical themes. Therefore, two core themes of "value re-creation" and "synergy" emerged as an extension to the literature on value co-creation and value codestruction in the context of data vulnerability with an amalgamation to TSR.

Figure 1. Conceptual model: Transformational online service (TOS model)



Firstly, the respondents demonstrated significant data vulnerability due to the disclosure of sensitive information online. Buglass et al. (2017) also emphasised that the risk of protecting the digital identity from misuse has created a negative influence on people and a detrimental effect on well-being. The respondents felt isolated due to a lack of direct communication with a service provider due to over reliance on technology and efficiency improvements.

Secondly, the findings are consistent with Palmatier & Martin, (2019) where online services have failed to induce customer loyalty

due to dependence on technology. This negative emotional state has a damaging impact on well-being and a higher possibility of creating value co-destruction (Dolan, Seob & Kemperb, 2019). The respondents expected a higher level of service beyond the online platform to ensure protection from unauthorised access and to minimise or eliminate data vulnerability. This implicates the path to create a transformative service shifting from a process driven platform to enrich well-being through holistic service design and delivery (Anderson & Ostrom, 2015).

Finally, the study signified the need for a re-engineered online service which we define as Transformative online service (Figure 1) which is capable of managing data vulnerability through synergy and value re-creation. *Synergy* demonstrates the integration of offline staff with the online service to provide a service similar to an offline system with empathy and affiliation. This study defines *value re-creation* as *repositioning a service by redesigning the delivery to convert from a negative state to a neutral state to converse value co-destruction*. Thus, synergy and value re-creation will contribute towards the establishment of value co-creation through comprehensive service delivery and repositioning strategy.

Implications for Theory and Practice

This research contributes to theory by (1) extending the concept data vulnerability by recognising as an outcome of online service failure and a subsequent antecedent leading to value co-destruction, (2) proposing an extension to value co-creation and co-destruction by introducing *value re-creation* which denotes the repositioning service delivery through a reengineering process to reverse value co-destruction and create a platform to reconstruct co-creation and (3) introducing *Transformative online service* (TOS model) as a new dimension to TSR theory shifting from process driven online service to generate a comprehensive solution amalgamating the fundamental principles of offline service.

There are three areas of managerial implications that contribute to practice: (1) firms can redesign the online service by including core principles of offline service pertinent to empathy and affiliation to minimise data vulnerability and allied negative experience to facilitate effective engagement with customers. (2) inspire firms to design innovative service on the principles of TSR integrating staff, customers and key stakeholders as a single ecosystem pioneering long-term success and total well-being (3) motivate and encourage customers to engage with online systems, disclose information with confidence and improve online literacy to facilities goal congruence between firm expectation and customer experience.

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Facebook and the effective management of complaints

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Abstract:

Given the observability of complaint processes on Facebook business pages, firms must manage complaint responses effectively to satisfy complaining consumers, as well as demonstrate exceptional customer service to consumers observing the complaint process. This paper proposes that the visual cues of business pages influence complaint behaviour and attitude toward the firm. Four experiments examine the visual cues which indicate: complaint modelling, firm responsiveness and evidence of redress. Results indicate that even low redress has a greater effect than responsiveness on the consumer's likelihood to complain and their attitude toward the firm. Moreover, the mediating effect of Perceived Likelihood of Successful Complaint was established, revealing that a consumer's evaluation of potential success is influenced by their assessment of visual cues. This research deepens the theoretical understanding of the influence of observable online complaint processes on consumer attitudes and complaint behaviour, and provides managerial guidance regarding effective management of business pages.

Keywords: Complaint management, Social media, Accommodative response

Contagion is a conscious choice

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Abstract:

Research on the effects of negative eWOM spread through social networking sites (social eWOM) is scarce. This is surprising since social eWOM is increasing, and the mechanisms through which negative eWOM affects service quality inferences are yet unknown. This study investigates two routes (cognitive and affective) through which negative social eWOM impacts service quality inferences. Furthermore, it explores how the affective route is influenced by emotional contagion susceptibility and interpersonal relationship.

The hypotheses were tested using a scenario-based experiment, in which participants were shown a Facebook post describing a service failure posted by a stranger or a friend.

The results show the cognitive route is more prominent for negative eWOM posted by strangers, whereas the affective route is more prominent for negative eWOM posted by friends. Moreover, the pervasiveness of emotional contagion depends on emotional contagion susceptibility when the eWOM is posted by strangers, but not when posted by friends.

Keywords: Social eWOM, emotional contagion

Service failures are known to evoke anger (Bonifield & Cole, 2007), an emotion that, is typically associated with action tendencies and negative behavioural responses (Bougie, 2003). A negative behavioural response consumers often display today is to use social networking sites to inform friends, acquaintances and other fellow consumers about the service failure they experienced (so-called social eWOM), thereby attempting to persuade their network not to engage with the service provider (Chu & Kim, 2011; Kudeshia & Kumar, 2017). Research on the effects of negative eWOM spread through social networking sites (social eWOM) is scarce. This is surprising since social eWOM is increasing, and the mechanisms through which negative eWOM affects service quality inferences are yet unknown.

The aim of the current study is:

To investigate how negative eWOM impacts service quality inferences on social networking sites.

The two research questions that are addressed in line with this aim, are:

RQ1: How does a negative eWOM message affect the service quality inferences of fellow consumers via the cognitive and the affective route?

RQ2: How do 'emotional contagion susceptibility' and 'interpersonal relationship' impact the affective route between a negative eWOM message and service quality inferences?

Background and/or Conceptual Model

According to the literature, two routes can be distinguished through which a message describing a service failure can influence fellow consumers' service quality inferences: the direct, cognitive, route and the indirect, affective, route (Fox, Deitz, Royne, & Fox, 2018). Whereas the direct, cognitive, route relies on the fellow consumer using the description of the severity of the failure to make a cognitive judgment about the expected service quality, the indirect, affective, route entails the fellow consumer relying on his emotions (anger) when making service quality inferences (Fox et al., 2018; Schwarz & Clore, 1988).

The indirect, affective route to service quality inferences, is believed to (partially) rely on a process of emotional contagion (EC): "the conscious or unconscious induction of emotion states and behavioral attitudes" (Schoenewolf, 1990, p. 50; cited by Barsade, 2002). The occurrence of EC implies that merely reading a message that expresses anger about a service failure can result in the experience of anger (Barsade, 2002; Hatfield et al., 1994). With respect to the pervasiveness of EC, Fox et al. (2018) demonstrate that it depends, in part, also on the perceived severity of the service failure. Fellow consumers rely on their judgment concerning the severity of the service failure to decide whether it is appropriate to adopt the expressed emotions (anger) in the message about the service failure. Subsequently, they use that emotion as information (Schwarz & Clore, 1988) when making service quality inferences.

The current study expands the model of Fox et al. (2018). Though we also investigate the two routes from negative eWOM, describing a minor or severe service failure, to service quality inferences, we introduce the interplay between personal and interpersonal relationship factors. According to Kimura et al. (2008), these factors influence the emotional contagion process and thereby possibly also the affective route to service quality inferences. Kimura et al. (2008) identified a positive correlation between an individual's emotional contagion susceptibility and the degree of emotional contagion, except when the two parties involved were friends (interpersonal relationship). When dealing with a friend, emotional contagion occurred regardless of one's individual level of susceptibility (Kimura et al., 2008).

Based on the literature, the following hypotheses were formulated:

- **H1**. Perceived severity of the service failure negatively affects the service quality inferences of the fellow consumer (cognitive route).
- **H2.** Perceived severity of the service failure positively affects the anger experienced by the fellow consumer (affective route).
- **H3.** Anger experienced by the fellow consumer mediates the relationship between perceived severity of the service failure and service quality inferences of the fellow consumer (affective route).
- H4a.If the consumer and the fellow consumer are strangers, the emotional contagion susceptibility of the fellow consumer will strengthen the relationship between perceived severity of the service failure and experienced anger of the fellow consumer.
- H4_b.If the consumer and the fellow consumer are friends, the emotional contagion susceptibility of the fellow consumer does not strengthen the relationship between perceived severity of the service failure and experienced anger of the fellow consumer.

Methodology

The hypotheses were tested using a scenario-based experiment, in which 151 participants were shown a Facebook post describing a service failure that occurred in a restaurant. In the 2 x 2 between-subjects design the independent variables that were manipulated were the severity of the service failure (minor vs. severe) and the interpersonal relationship between the participant and the consumer who posted the Facebook post (stranger vs. friend). After reading a screenshot of the Facebook post, participants were presented validated scales measuring anger, service quality inferences and emotional contagion susceptibility. PROCESS (Hayes, 2013) was used to conduct the analyses and test the hypotheses.

Results

With respect to **RQ1**, we found that the perceived severity of the service failure had a significant negative effect on service quality inferences (the cognitive route), which confirmed our first hypothesis (H1). In addition, the results provide support for H2 and H3, in that the impact of perceived severity of the service failure on service quality inferences was partially mediated by anger (the affective route). Support was also found for H4a and H4b, which provides an answer to **RQ2**. The interpersonal relationship was of influence on the emotional contagion process, as such that friendship 'eliminated' the strengthening impact of the fellow consumer's emotional contagion susceptibility on the relationship between perceived severity of the service failure and the anger experienced by the fellow consumer. Moreover, the results provided important insights with regard to the relative prominence of the two routes in the friend vs. stranger condition. When the consumer describing the service failure was a friend, the service quality inferences of the fellow consumer appeared to rely entirely on the indirect, affective route. In contrast, when the consumer was a stranger, these appeared to be completely determined through the direct, cognitive, route.

Implications for Theory and Practice

Many organizations are investing heavily in social media monitoring systems and the employment of dedicated service employees, whose job it is to respond appropriately to negative eWOM to prevent (further) image damage for the organization (Aula, 2010; Tuten & Solomon, 2013). The results of our study suggest that even though organizations face certain risks when consumers decide to spread negative eWOM via social networking sites, not every message has the same destructive potential and organizations can make well-informed decisions on which battle to pick.

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Consumer engagement and purchase intention in ride-hailing

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Abstract:

Due to the increasing use of internet-connected digital communication devices such as smartphones, tablets and wearable technology, many businesses harness mobile apps to connect consumers and service providers. Ride-hailing services that rely on mobile devices to match drivers and riders are expanding and becoming influential globally, reshaping the transportation industry. Yet, research in the area of consumer engagement and purchase intention in ridehailing remains scarce. This study investigates consumers' perceptions of ride-hailing engagement and purchase intention. A total of 189 online surveys were collected. The findings revealed that customer value, perceived usefulness, perceived ease of use, perceived privacy risk and price consciousness are related to ride-hailing engagement and purchase intention. Customer value and perceived ease of use are the best predictors of ride-hailing engagement and purchase intention respectively. The insights from this study highlight relevant customer concerns and provide practical directions for service enablers to increase profitability and market share

Keywords: Ride-hailing, consumer engagement, purchase intention Track: Services Marketing

Due to the swift proliferation of smartphones worldwide, many activities in various sectors are now heavily dependent on the use of mobile apps, including the transportation service sector (Septiani et al., 2017). One example is ride-hailing, which relies on a mobile app to match customers' calls to suitable rides. Ride-hailing refers to on-demand ride booking and paying for car services through a mobile app with a taxi company or a transportation network company such as Uber, Grab or Go-Jek. Such bookings allow users to share their ride and fare with other users going in the same direction (e.g. GrabShare). Several studies have investigated consumers' motivations to share (Milanova & Maas, 2017) and adopt ride hailing (Wang et al., 2018). In these studies, advanced booking and on-demand booking services were considered. Although on-demand is a rapidly growing service in car sharing, little research has been done to understand consumers' perceptions of on-demand booking services, hence the focus of this study.

Given the unique nature of ride-hailing services, a different set of service attributes is required. A clearer understanding of the nature of the service attributes can help service enablers understand consumer engagement in ride-hailing. Engagement is conceptualized as a psychologically based willingness to invest in the undertaking of focal interactions with engagement objects (Algesheimer et al., 2005; Hollebeek et al., 2016). In this study, it relates to users' motivations to participate in ride-hailing via the use of mobile apps. In addition, service enablers are often interested in maximizing the number of booking transactions made on their mobile apps, as their profit is derived from the commission charged on each booking. Hence, purchase intention is adopted as another outcome variable in this study. The aim of this study is to investigate the antecedents of consumer engagement and purchase intention in ride-hailing.

Literature Review

With the deregulation of the ride-hailing industry, many individuals and firms have jumped on the bandwagon to implement on-demand ride-hailing services. To differentiate themselves and create competitive advantage, it is important for firms to explore the determinants of consumers' willingness to adopt ride-hailing (Wang et al., 2018). As ride-hailing involves the use of technology to provide services in an innovative way, the technology acceptance model (TAM) is widely used for analyzing consumer acceptance of technology (Davis, 1989). According to the TAM, perceived usefulness and perceived ease of use predicts users' intention to use a given mobile app, which in turn, predicts actual usage of the app (Shen et al., 2015). In addition, when consumers use ride-hailing apps, safety concerns such as interaction with strangers (e.g. drivers) as well as possible risks including information disclosure, risk in cybersecurity and credit card fraud arise (Peng et al., 2014; Weng et al., 2017). Despite the concerns, some benefits exist, such as the lower prices, added convenience, and increased perceived value that are derived with the use of mobile apps. With the fulfillment of perceived value, consumers are likely to engage in ride-hailing, leading to purchase intention.

We propose and investigate two hypotheses:

HO1: Customer value, perceived usefulness, perceived ease of use, perceived safety, perceived privacy risk and price consciousness have a relationship with ride-hailing engagement

HO2: Customer value, perceived usefulness, perceived ease of use, perceived safety, perceived privacy risk and price consciousness have a relationship with purchase intention

Methodology

To ensure content validity, the measurement items, assessed on five-point Likert scales, are derived from previous studies. Customer value is assessed via four dimensions: technical value. economic value, social value and emotional value, developed by Zhang et al. (2018). The items for perceived usefulness and perceived ease-of-use are adapted from Kim et al. (2019), originally developed by Davis (1989). Perceived safety is measured by four items adapted from Peng et al. (2014), Weng et al., (2017) and Kim et al. (2019), while perceived privacy risk is measured by four items from Park and Kim (2006). Price consciousness is measured by four items adapted from Alford and Biswas (2002), while ride-hailing engagement is measured by five items, originally developed by Algesheimer et al. (2005). Finally, purchase intention is measured by three items adapted from Osswald et al. (2012). A total of 189 responses were collected via an online survey over a two-week period. The survey link was shared on the authors' social media platforms, namely Facebook, LinkedIn and whatsapp groups. Majority of the respondents (60%) was male. The age breakdown includes the following: 1% between 21 to 25 years old; 10% between 26 to 30 years old; 40% between 31 to 40 years old; 43% between 41 to 50 years old, and 6% above 51 years old. Majority of the respondents booked both taxis and private cars (61%), while 22% booked only private cars, and 17% booked only taxis. Most of the respondents took a private ride (85%), 2% shared with a stranger, and 14% used both type of ride-hailing services. In terms of the number of ride-hailing apps installed on the smartphone, 3% did not install any app, 31% had one app, 50% had two apps, 14% had three apps, and 2% had 4 or more apps.

Results

The data was analysed using SPSS version 25.0. The reliability was between the range of .76 to .94, hence reliability of the scales was established. Positive relationships exist between the constructs, with the exception of the relationships between perceived safety and the two outcome variables of ride-hailing engagement and purchase intention. Based on regression analyses, the best predictor of ride-hailing engagement is customer value ($\beta = .641$, p < .001, $R^2 = .55$, Adjusted $R^2 = .50$) while the best predictor of purchase intention is perceived ease of use ($\beta = .337$, p < .01, R² = .64, Adjusted R² = .60).

Discussion, Implications and Future Research

The findings provide practical insights for service enablers in ride-hailing economies. First, to increase ride-hailing engagement, service enablers should focus on the creation of customer value. Considering that many ride-hailing companies are new start-ups that may have limited resources, relevant pricing (i.e., discounts) and promotional (i.e., loyalty points) strategies can be implemented to emphasize the benefits of ride-hailing services. Mobile app engagements advertisements can be used to help remind customers of the app's value and to re-engage customers past the initial app download. Second, to boost purchase intention, service enablers should enhance the ease of use of the mobile booking app, so as to deliver a user-friendly and stress free on-demand booking service. As such, ride-hailing companies should invest in the development of an app that is well organized, functional (i.e., use of limited colors, creative icons to guide users) and compatible across devices. Interestingly, there was no relationship between perceived safety and the outcome variables of ride-hailing engagement and purchase intention. Despite the proliferation of crimes while using ride-hailing services (Kim et al., 2019), safety issues were not a major concern for the ride-hailing consumers in this study. Yet, consumers with different backgrounds might have different perceptions of safety towards ridehailing. Future research should investigate the effects of different variables (i.e., geography, culture) on consumers' perceptions of safety in ride-hailing.

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Racehorse ownership: Managing the customer experience

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Abstract:

The purpose of this paper is to investigate racehorse ownership experiences, in order to provide strategic advice to the UK racing industry for recruiting and retaining owners. Owning horses is an expensive operation. The level of ownership in the United Kingdom is in decline. The British Horseracing Authority (BHA) conducted a survey in 2016 which indicated that 44 per cent of owners quit because of poor racecourse experiences (Brewer, 2016). Using a qualitative approach the authors carried out a study as to why the decline in ownership continues and how the BHA can reverse this situation and enhance the quality of the experience for owners. Findings revealed many elements influencing the ownership experiences such as relationships, social aspects, facilities, services, expectations, risk management and communication; with many of these areas further research. The authors put forward a number of recommendations to improve the ownership experience for the relevant stakeholders.

Key words: customer experience management

The horseracing industry in the United Kingdom is a significant contributor to the economy in terms of employment and revenue generated. In recent years the number of owners has declined. While the main reason for this is mainly attributed to the high cost of purchasing and maintain horses in training, a survey by the British Horseracing Authority (Brewer, 2016) revealed that 44 per cent of owners quit because of poor experiences. The challenge to recruit and retain owners is critical to the long-term sustainability of the industry.

The aim of this study is to: develop recommendations for enhancing the ownership experience. "Experience is everything" (Atwal and Williams (2009). Research by Pine and Gilmore (1999) indicates the need to engage with customers in a personal memorable way and aim to consistently provide unforgettable experiences for their customers. The emotions attached to the experiences may also impact the decision-making process, intentions and behavioural outcomes in some cases, thereby influencing the likelihood for people to recommend the service (Bosangit, Hibbert and McCabe, 2015). The BHA survey (Brewer, 2016) revealed that new owners were attracted by the excitement and social aspect of being a racehorse owner.

Schmitt (1999) also evokes the idea that people want to achieve a pleasurable experience through consumption by taking the essence of the product and amplifying it into a deep, meaningful and tangible experience: sufficient enough to encourage the customer to consume. Atwal and Williams's (2009) study focused on experiential marketing within the luxury industry and how to sell an experience relating it to the lifestyle construct of the consumer. The purchase of a racehorse could be compared to the purchase of a premium luxury product, as racehorse ownership is still considered inaccessible to many due to the expense involved. It is often associated with a culture, state of being and a certain lifestyle (Okonkwo, 2009; Dubois and Duquesne, 1993). With experiential marketing being the core aspect of luxury management (Okonkwo, 2009) all of these different theories relating to racehorse ownership could potentially be further explored when it comes to attracting new owners as well as improving the experiences of current owners.

Methodology

Ten in-depth interviews were conducted with key informants in the horseracing industry. Six individual owners, two trainers and two ownership syndicate managers. The authors used an approach developed by Halvorsrud, Kvale and Folstad (2016) to analyse the customer journey. The interviews were transcribed verbatim and analyzed using the qualitative software package NVivo12 as a data management tool. NVivo software supports qualitative research and can analyze the data using powerful search, query and visualization tools designed to integrate data coding with qualitative linking, shaping and modelling. The main benefits of structured interviews are that researchers can move far beyond 'snapshots' of 'what' or 'how many' to probing questions relating to 'how' and 'why' type of questions and explore links between phenomena and real life settings (Miles and Huberman, 1994).

Discussion and Conclusion

In terms of the owner's investment motive, none of the owners had any expectations for a financial return from their investment, concurring with the findings of Allen and McGoun (2002) and Mason and Harrison (1996). People were willing to trade off some financial returns on investment for non-financial elements. Those non-financial elements identified in the study were the joys associated with winning and the social aspects of going racing including sharing moments with like-minded individual as well as building relationships. Lemon and Verhoef (2016) indicate that experiences tend to spill over into expectations. In the findings of this study

the trainer's and syndicate manager's values and personal reasons for getting involved in the industry appeared to influence the way they interpreted the investment motives of their owners. As for their past experiences, these appeared to influence the importance they attributed to service quality and the communication they offered. This study found that communication highly impacted the ownership experience. Similar to the findings of Bee and Kahle, (2006) and Christy, Oliver & Penn, (1996) this study revealed that communication was the basis for building relationships, requiring elements of trust, transparency, involvement and shared values. The findings from this study indicate that there are many elements to be taken into consideration influencing the ownership experiences such as relationships, social aspects, facilities, services, expectations, risk management and communication. However, the findings also suggest that despite the initiatives being taken by the industry to improve ownership experience, there are still many areas that require attention.

Implications for theory and practice

Two critical areas need attention urgently: offering the trainers options for improving communication with their owners and understanding the importance of communication for building relationships and trust between themselves and their owners (Mason and Harrison, 1996). This could help improve ownership retention. One of the predominant areas of failure in service quality identified in the industry, was the inability of racecourses to provide adequate service to the owners. Some of the areas could be easily resolved, such as improving the standard of food in the owner and trainer lounges, as well as ensuring that those areas reserved for owners and trainers are only accessible to them only; not to "spongers". An area that proves to be more complicated is that of paddock access for syndicate owners. According to all the candidates interviewed, the most exciting element of a race day, aside from winning, is access to the parade ring before the race. It is a crucial element to the overall ownership experience. The lack of empathy shown towards syndicate owners by racecourses, particularly during big meetings, is tainting, if not sometimes destroying the dream of ownership. We recommend that the BHA reflect an industry-wide increase in the number of badges allocated to syndicates and joint ownership only, not to racing clubs. Regulating the number of badges granted can henceforth be done in numerous ways, such as insisting that the syndicate manager gives 48 hours' notice to the racecourses of the number of accesses required. The authorities might also put an industry-wide cap on the number of badges granted per syndicate and ensure that the number of passes requested may not surpass the number of syndicate members in the syndicate. We recommend that the ROA and BHA add a customer review feature to the website inthepaddock.com. This would benefit the industry in several ways; Doh and Hwang (2009) found that eWOM influences purchase intent and customers' attitude towards products, people like to research products before acquisition, corresponding to the findings of the ROA survey (Brewer, 2016).

The horseracing industry in the UK still retains many of the traditional behaviours associated with relationship management: a lack of transparency and inadequate communication allied to an older demographic in terms of the stakeholders. The industry is ripe for the winds of change.

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Customer versus member engagement: Does mutuality matter?

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Abstract:

Customer or Consumer Engagement (CE) is recognised as important to the co-creation of value within the customer experience process, particularly for service firms. Co-operative and mutual enterprises (CMEs), are service firms that differentiate from investor owned firms (IOFs), due to their mutual ownership and democratic governance. This study drew on a large sample of 856 respondents divided evenly between customers of IOFs and members of CMEs. CE was measured in relation to active, attention, co-development, enthusiasm and interaction, with loyalty (intent) and word of mouth (WOM) as dependent variables. CME members were found to be more engaged that the IOF customers, with enthusiasm and attention as the best predictors of both WOM and intent. However, both groups were equal in relation to their intent and WOM outcomes. Finding suggest that both CMEs and IOFs should focus on CE, particularly the IOFs as their customers seem less engaged.

Keywords: customer engagement, co-operatives, mutual enterprises

Co-operative and Mutual Enterprises (CMEs) are a distinct form of business, that is member owned and governed, with a focus on delivering benefits to members rather than investment returns to shareholders (Birchall, 2011; Ridley-Duff, 2015). CMEs, in particular co-operatives, are characterised by democratic ownership and governance (e.g. one-member-one-vote), as compared to one-share-one-vote in investor owned firms (IOFs). The members of a CME are also its suppliers or customers, who are also its owners and shareholders (where share capital is issued). It has been suggested that the CME is able to more effectively engage its members due to this mutual ownership, and that this enhances loyalty and commitment (Fulton & Adamowicz, 1993; James & Sykuta, 2005; Talonen et al., 2016). This is also felt to have positive impacts on members' willingness to provide positive WOM to others (Simmons, 2015).

An important feature of CMEs is the development of active membership, whereby members trade actively with the enterprise, thereby ensuring its financial viability (Verhees et al., 2015). However, relatively little evidence exists of how CMEs and IOFs differ in terms of customer engagement (CE) and member engagement (ME), and a paucity of reliable measures of or data on ME (Simmons, 2015; Strube, 2015).

By comparison, the field of CE has expanded strongly within the marketing literature, where the focus has been on examining it as a psychological process that drives loyalty and WOM activity (Bowden, 2009a/b; Van Dorn et al., 2010). Brodie et al. (2011) provide a definition of CE that views it as a multidimensional concept, and a psychological state occurring through interactive customer experiences, within a dynamic, iterative process, that plays a central role in service relationships, taking place within a specific set of situational conditions.

Additional research has focused on expanding the scope, domain and boundaries of CE within services environments to include customer participation and innovation (Dong & Sivakumar, 2017). Attention has also been given to customer engagement, involvement, and brand use intent (Harrigan et al., 2018); individual consumer engagement styles (Hollebeek, 2018); the role of service convenience, fairness and quality (Roy, et al., 2018a), and CE in individualistic and collectivistic markets (Roy et. al., 2018b). However, no prior research has examined these issues in CMEs. Consequently, the aim of this study was to:

To examine the relationship between CE, loyalty and WOM, with a view to understanding the relative importance of CE as an influencing factor, and to also compare these relationships between customers of IOFs and members of CMEs.

We addressed two research questions in line with this aim, namely:

RQ1: What is the relative importance of customer engagement on loyalty (intent) and word of mouth (WOM)?

RQ2: What differences exist between CMEs and IOFs in relation to CE and its relative influence on loyalty and WOM?

Methodology

An online consumer panel was used to collect a total of 945 respondents, of which a final sample of 856 were used in this analysis. All respondents were asked to indicate whether they were an active member of a CME (which was defined for them along with examples), or if they were not, if they could identify at least one service organisation that they felt they had an active engagement with. A final sample of 435 active CME members and 421 active IOF customers

was recruited. The sample demonstrated a good representation of the population within Australia, with 49.4% males and 50.6% females, age ranges from 18 to over 55 years, and all income, family types and geographic areas represented.

CE was measured using four constructs: Engagement Attention (4 items); Engagement Co-Development (3 items); Engagement Enthusiasm (4 items); and Engagement Interaction (3 items) (Hollebeek et al., 2014; Jaakkola & Alexander, 2014; Harrigan et al., 2018; Roy et al, 2018a/b). Loyalty Intent was measured using a three-item scale (Söderlund, 2002), and WOM a 6-item scale (Harrison-Walker, 2001; Teo & Soutar, 2012). All items were measured using 5-point Likert-type scales. All items were found to have high scale reliability with Cronbach's alpha scores over .80. The data was examined using SPSS and then a path model examined with partial least squares software Warp PLS (Kock, 2010; 2017).

Results and/or Discussion and Contributions

All constructs had good measurement properties (composite reliabilities > 0.80; AVE scores > 0.60, supporting their convergent validity and all AVE scores greater than the maximum shared variance between any two constructs, supporting their discriminant validity) (Fornell & Larcker, 1981; Knock, 2017). As anticipated, all four CE constructs had a significant and positive influence on Loyalty and WOM, with Engagement Attention and Engagement Enthusiasm being the most influential predictors. CME members were also found to be significantly more engaged across all four CE factors than were their counterparts, who had a customer relationship with an IOF. Despite this, there was no significant difference found between the two groups in relation to the influence the CE dimensions had on Loyalty or WOM.

Although the study did not find any significant differences between CME members and IOF customers in terms of the influence CE had on loyalty and WOM, it did find CME members had significantly CE (all dimensions). It is worth noting engagement enthusiasm was the most influential factor in predicting loyalty and WOM. This is a measure of customers' or members' passion, enthusiasm, liking and dedication to an organisation, with dedication and passion being the most important elements. Of second importance was engagement attention, which measures how much attention customers or members give to information about their provider, whether they want to learn more about it and whether they spend time on things relating to it.

Implications for Theory and Practice

From a theoretical perspective, the study offers further evidence of the importance of CE as an indicator of loyalty intent and positive WOM. The results also highlight the relative importance of enthusiasm engagement and attention engagement in this respect. From a practice perspective, this finding not only provides support for the view that CMEs offer a service environment that is more conducive to engaging members as compared to IOF customer relationships, but identifies CE as a useful set of measures of member engagement within these organisations.

In summary, the findings provide CME managers and directors with useful insights into the relative benefits their hybrid business model offers on comparison to IOFs when seeking to engage members, retain loyalty and promote positive WOM. It also provides a valuable measure for assessing member engagement that can be used to track all four elements of the CE construct and monitor changes. For the managers and directors of IOFs, the study not only provides support to the existing body of knowledge relating to the importance of CE as a predictor of loyalty and WOM, it suggests that more work is still to be done by these firms to strengthen their relationship with their customers who are seemingly less engaged.

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Capabilities for platform integration in hospitality service

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Short Abstract:

Even though hotels increasingly rely on platforms to interact with customers, there are few empirical studies about the capabilities that hotels need to successfully work with platforms. Although managing channels to foster channel integration has been recently examined, we do not know whether the same set of capabilities are relevant when hotels work with platforms. Applying an exploratory research design, we identify the capabilities needed for platform integration, defined as the ability of hotels to align their resources with the resources of platforms. 16 hotels who actively work with platforms participated in our study, yielding 21 managerial interviews. Based on our analysis, we identify five coordinating and three learning capability sets for platform integration. We argue that although some similarities exist between the characteristics of platform and channel integration, there are stark differences. We conclude that managers need to apply different sets of capabilities when working with platforms vs channels.

Key words: platforms, platform integration, channel integration.

Modelling service trade-offs using service dimensions

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Abstract:

The purpose of this research is twofold: to investigate the influence of service dimensions and to assess whether these factors affect service trade-offs among academics in higher education. Trade-offs have been frequently researched in the manufacturing operation literature and much of the study has focused on arguing Skinner's model. In this research, all the service dimensions of trade-offs are found to be valid and reliable using PLS-SEM. Overall, 354 full-time academic staff from various institutions in the Northern region of Malaysia were invited to participate in the survey. The findings showed that, serviceability and the "priorities" have strong positive relationship towards trade-offs. However, service design and shared services showed weak relationship. We concluded by discussing, this study is important for managers to identify the service dimensions which contributed towards trade-offs. Subsequently, we proposed a new model to help the service managers to understand service dimensions that are causing trade-offs.

Keywords: Trade-offs, priorities & shared services, service dimensions

Introduction

The concept of trade-offs is widely used in manufacturing operational research to describe operational compromises made by managers in their daily manufacturing and production activities; (Thurer, Stevenson, Sarmiento, & Gianiodis, 2017; Rosenzweig & Easton, 2010; Slack & Silveira, 2001). The traditional approach is only focuses on manufacturing operational performance and absent of previous studies only to addressed the operational principles and theory from service perspectives (Birkie, 2016; Sarmiento, Thurer, & Whelan, 2016). Consistent with this, the study is seeking to understand trade-offs practices the service employees particularly among academic staff in higher education sector when meeting competing objectives simultaneously. Theoretically, this is one of the first attempt to develop an integrated view of service trade-offs is that lacking in the service marketing. Accordingly, there is considerable space for new research by focusing on new service dimensions' variables such as service demand and capacity, service design, service flexibility, serviceability, service process, shared services and service priorities to address the trade-offs in the service sector particularly in higher education sector. This study will bring into new paradigm shift in the service marketing literature towards consideration of trade-offs by proposing a new model called a "Service Trade-offs Model (STM). The current theory and body of knowledge are still unsubstantial and there is an absence of literature in associating interaction between service dimensions and trade-offs in service context. In addition, the study established the link between service marketing and operational models which reflects the need for more integrated interdisciplinary research to understand the trade-offs practices in the service sector.

Objectives

To reveal the relationship between service dimensions, mediators (share services and priorities) and trade-offs in the higher education sector. It seeks to answer the following questions:

- What is the relationship between service dimensions (service capacity & demand, serviceability, service design, service process and service flexibility) and trade-offs in the higher education setting in Malaysia?
- What is the relationship between service dimensions, mediators (share services and priorities) and trade-offs in the higher education setting in Malaysia?

Methodology

A self-administered questionnaire was distributed among 400 full-time academic staffs in the higher education institutions located in Northern Region of Malaysia by using judgmental sampling process. Of this figure, 354 were usable for data analysis after discarding the missing data and incomplete responses, representing 88.5% of the response rate. The resultant sample surpassed the minimum sample size required in using power analysis. The G*Power 3.1.9.2 Calculator estimated that a total of 119 samples is needed to detect a medium effect size (f2 = 0.15) with 3 predictors at a 95% confidence interval and statistical power equal to 0.8. We measured the constructs from the literature of service marketing and operational management including Service Design, Beltagui, Candi and Riedel, 2016; Ferruzca, Tossavainen, Kaartti and Santonen, 2016; Service Flexibility, Brozovic, Nordin and Kindstrom, 2016; Lockwood & Riley, 2013; Service Process (Aspara, Klein, Lou and Tikanen, 2018; Ng and & Jeannie Forbes, 2008; Serviceability (Werner, 2015, Service Capacity and Demand (Finne, 2018), Priorities (Bouranta and Psomas, 2017), Shared Services, Olsen and Welke, 2019; Ulrich & Grochowski (2012) and Trade-offs, (Thurer et al., 2017).

Result and Discussion and Contributions

Average Variance Extracted (AVE) was calculated in this study to examine convergent validity. The measurement model analysis showed that this study fulfilled the internal

consistency and convergent validity criteria with CR > 0.7 and AVE > 0.5 for all constructs (Hair et al., 2017; Henseler, Ringle and Sarstedth, 2015). There is a discriminant validity problem when the HTMT value computed is greater than HTMT.90 value of 0.90 (Gold, Arvind, & Segars, 2011) or the confidence interval contains the value of one. The readings of all the HTMT values presented in Table 3 were below 0.9 and none of the confidence interval contained the value of one. As a result, the discriminant validity criteria were achieved.

Serviceability Service capacity Service Design Service Flexibility Service Process Shared Services Trade-offs Priorities Variables **Priorities** Serviceability 0.8 CI.90 [0.723-0.861] Service Capacity and 0.551 0.58 CI.90 CI.90 [0.453-0.696] [0.421-0.671 Service Design 0.353 0.557 0.718 CI.90 CI.90 CI.90 [0.650-0.775] [0.238-0.479] [0.455-0.646] Service Flexibility 0.514 0.766 0.643 0.552 CI.90 CI.90 CI.90 CI.90 [0.696-0.827 [0.384-0.635] [0.553-0.725] [0.421-0.666] Service Process 0.765 0.655 0.719 0.761 0.466 CI.90 CI.90 CI.90 CI.90 CI.90 [0.634-0.789] [0.698-0.817] [0.338-0.583] [0.688-0.831 [0.551-0.748] Shared Services 0.55 0.629 0.451 0.465 0.355 0.719 CI.90 CI.90 CI.90 CI.90 CI.90 CI.90 [0.539-0.707] [0.346-0.546] [0.336-0.580] [0.222-0.488] [0.631-0.795] [0.444-0.645] Trade Off 0.768 0.706 0.555 0.621 0.683 0.717 0.69 CI.90 CI.90 CI.90 CI.90 CI.90 [0.674-0.843] [0.613-0.781] [0.429-0.674] [0.639-0.786] [0.528-0.698] [0.601-0.753] [0.619-0.752]

Table 1: Heterotrait-monotrait (HTMT) analysis.

Assessment of Structural Model

Figure 1 illustrates that the exogenous variables in the structural model explain the moderate amount of variance of Priorities (R²= 0.540) and Shared Services (R²=0.465). On the other hand, Priorities and Shared Services explained the moderate amount of variance in trade-offs (R²=0.579). Hence, the results signify that the endogenous variable is well accounted for by the exogeneous variables.

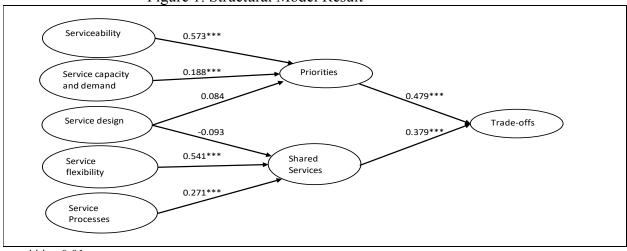


Figure 1: Structural Model Result

For the results of hypotheses testing, precisely, H1 put forth that service capacity and demand have a positive influence on employees' service priorities. Path coefficients of this relationship is $\beta_1 = 0.571$, t-value=9.159, at p < 0.01. Thus, H1 is supported. To further explore the subsequent hypothesis, H2, the linkages between serviceability and employees' service priorities produced results of β_2 =0.188, t-value=4.015, p<0.01, inferring H2 is also supported. Next, H3 posited that service design has a positive influence on employees' service priorities. Surprisingly, this proposition (path coefficients = 0.084) is not supported as its t-value=1.61 which is below the cut-off value of 1.96 and p>0.01. An inspection whether service design has a positive influence on employees' share services is postulated in H4. This relationship produced β_4 =-0.093, t-value=1.667, at p>0.01. Therefore, H4 is not supported and contrary to what was predicted.

Table 2: Hypothesis Testing

Hypothesis	Variable Testing	Standardized Beta	Standard Error	t-value	Decision
H1	SA -> PRIOR	0.573	0.063	9.159***	Supported
H2	SCD -> PRIOR	0.188	0.047	4.015***	Supported
Н3	SD -> PRIOR	0.084	0.052	1.61	Not Supported
H4	SD -> SS	-0.093	0.056	1.667	Not Supported
H5	SF -> SS	0.541	0.051	10.618***	Supported
Н6	SP -> SS	0.271	0.058	4.709***	Supported
H7	PRIOR -> TO	0.479	0.051	9.433***	Supported
Н8	SS -> TO	0.379	0.048	7.948***	Supported

^{***}p<0.01, **p<0.05.

Notes: SA, Serviceability; SCD, Service Capacity and Demand; SD, Service Demand; SF, Service Flexibility; SP, Service Process; PRIOR, Priorities; SS, Shared Services and TO, Trade-offs.

Additionally, H5 and H6 proposed that service process and service flexibility have a positive influence on employees' share services, respectively. The results show that the path coefficients of service process to employees' share services (β_5 =0.541, t-value=10.618, at p<0.01) and service flexibility to employees' share services (β_6 =0.271, t-value=4.709, at p<0.01) are significant. Hence, supporting H5 and H6. The next hypothesis, H7, tests the effects of service priorities on employees' service trade-offs which produced standardized beta coefficient of 0.479, t-value of 9.433 at p<0.01, thus validating H7 as anticipated. Further, H8 hypothesized that shared services have a positive influence on employees' service trade-offs. Consistent with the postulation, H8 is also supported as shared services are positively related to employees' service trade-offs with β_8 =-0.379, t-value=7.948, at p<0.01.

Implications for theory and practice

This study contributed contextually and theoretically, by validating the STM in a new contextual perspectives and investigating unexplored service trade-offs using service dimensions in higher education sector. This study has significant managerial implications since it is recommending a new model for service managers in their efforts to improve their operational efficiencies as well as in creating good customer experience. The research is also significant in addressing the need for future resource allocation and in responding to the changes in staff needs. The propose new model STM can be used by the service managers to address the service trade-offs being practiced by academics in the higher education sector.

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Organizational culture and employee response to incivility

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Abstract:

This study examines how different types of organisational culture moderate the effect of customer incivility on frontline employee (FLE) response. We propose that FLE forgiveness mediates the effect of customer incivility on customer-oriented behaviour; FLE vengeance mediates the effect of customer incivility on dysfunctional behaviour. We further posit that organisational culture (i.e., clan, adhocracy, market, and hierarchy) moderates the effects of customer incivility on FLE forgiveness and vengeance. We test the hypotheses by conducting a survey and a scenario-based experiment. Our findings show that customer incivility influences FLEs' customer-oriented behaviour through the mediating effect of forgiveness; customer incivility influences FLEs' dysfunctional behaviour through the mediating effect of vengeance. Furthermore, organisational culture moderates the effects of customer incivility on FLE responses such that clan culture reduces vengeance toward subsequent customers; adhocracy culture increases forgiveness and reduces vengeance toward subsequent customers; and hierarchy culture increases FLE vengeance toward subsequent customers.

Keywords: Customer incivility, organisational culture, employee response

Trading off service quality for service satisfaction

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Abstract:

This study begins to examine a counterintuitive reason some service providers withhold optimal service quality; a concern that they will negatively impact service satisfaction. Set within the context of physiotherapy, the focus of the research is on the withholding of nontreatment based physical activity (NTPA) advice despite widespread opinion amongst these service providers that it will provide a better health outcome. Reasons offered for this include customers being problem oriented, leading to physiotherapist perception that only direct treatment for the ailment is desired, and also that advising NTPA is surprising to the patient and will damage rapport in the relationship. Data is presented to show that customers do think it is likely that NTPA will be promoted by physiotherapists, and that it is an important part of the service. Discussion of the apparent disconnect between patient and physiotherapist expectations, with suggestions for future research, is provided.

Keywords: customer satisfaction, service quality, transformative service research

Introduction and Research Aim

When does a service provider deliberately not deliver excellence in service quality? When do they withhold information or advice that could potentially benefit their customers? This is the dilemma currently being faced by allied health small businesses and specifically, physiotherapists, around the world. In particular, recent research has highlighted that physiotherapists are reluctant to prescribe non-treatment based physical activity (NTPA) to patients (Kunstler et al., 2019), despite knowing that it can help their wellbeing and despite being called to do so by national health organisations (Lowe et al., 2016).

Early research insights suggest that reasons for physiotherapists not prescribing NTPA include (1) the belief that patients are problem focused, leading to them prioritising the treatment of the preconceived issue at hand, and (2) the reaction of patient surprise, leading to concerns that such advice may damage rapport (Kunstler et al., 2018; 2019). Drawing upon service marketing theories, these reasons both point to concerns that physiotherapists have regarding customer satisfaction. The first, because NTPA appears for some customers to be an unexpected and potentially unwanted element of the service encounter, i.e., second to them fixing the ailment they went in for. The second, because physiotherapists perceive that their patients may experience lower perceived value in the offering if they promote NTPA.

These concerns about patent satisfaction may be unfounded, however they have important implications if they are true. For example, as service providers, physiotherapists rely on customer satisfaction for repeat patronage and word of mouth recommendations. The aim of this study is to explore these concerns and ask whether customers (used interchangeably herein with patients) want NTPA. Specifically, we ask:

RQ1: Do customers expect NTPA advice?

RQ2: Is NTPA advice important to customers?

RQ3: Are customers who expect NTPA, and find it important, satisfied with the service?

Previous research has suggested two reasons for service providers deliberately not offering optimal service quality. The first is that some firms knowingly provide suboptimal service by not providing the necessary resources to implement the service offering (Soloman et al., 2014). The second is a strategic adjustment where some firms who traditionally over service, seeking to delight their customers, provide a lower standard of acceptable service without losing loyal customers (Freeman, Toman, & Dixon, 2010). A primary contribution of the present study is that it explores a third reason for trading off service value quality: service provider hesitation. This is a scenario in which resources are available to provide the service, yet it is withheld out of concern that customers do not expect or welcome its provision.

Background

Service quality is defined as the judgement (or impression) of a firm's overall excellence formed on the basis of a gap between a consumer's expected and perceived service (Parasuraman, Zeithaml, & Berry, 1985). As demonstrated in the theoretical framework of the American Satisfaction Index (ACSI; Fornell et al.,1996), customer expectations are an antecedent of customer satisfaction, and in turn, loyalty (see also Fornell, Morgeson, & Hult, 2016; Hult, et al.,, 2019).

Allied health literature has extensively researched the dimensions of service quality and satisfaction for physiotherapists. For instance, Hush, Cameron, & Mackey (2018) report findings from a systematic literature review and show that the interpersonal attributes of the

physiotherapist and the process of care are key determinants of patient satisfaction (see also May, 2001; Potter, Gordon, & Hamer, 2003; Dagger, Sweeney, & Johnson, 2007). Nevertheless, research has scarcely investigated customer expectations of NTPA and its impact on satisfaction. Specifically, NTPA has not been included in any satisfaction nor service quality dimensions of physiotherapy care (Van Hartingsveld et al., 2010). Moreover, existing research has commonly focused on patient expectations for treatment outcome (e.g. complete pain resolution) rather than for the treatments themselves (e.g. NTPA). On top of this, NTPA is arguably credence based. As such, it represents a highly complex offering, i.e., occurs within a biopsychosocial ecosystem between the patient and their problem (Barron, Moffett, & Potter, 2007). This means that customers may be unable to establish expectations for the service, let alone evaluate whether what they are receiving is of high quality (Wu, 2011).

Such lack of understanding is problematic. Most notably, emerging research suggests that physiotherapists may be purposely withholding NTPA advice on the belief that patients do not expect it nor want to receive it. In a rare qualitative study, Kunstler et al., (2018) interviewed ten physiotherapists and discovered that they thought that patients expected hands-on treatment and were surprised when a physio introduced the topic of NTPA. This was supported in a larger survey-based study (N=216 physiotherapists), where Kunstler et al. (2019) found that only 43.4% physiotherapists reguarly promoted NTPA.

Methodology

This research draws on the analysis of an online survey conducted with Australian adults (N=587). The sample was recruited using a market research agency (Cint) and no exclusion criteria were employed in order to keep the cohort as representative of the Australian population as possible. The survey instrument was designed by the study authors who come from both clinical physiotherapy and marketing backgrounds. The instrument was informed by literature that has previously explored patient expectations, importance and satisfaction with general physiotherapy services and outcomes (e.g., McRae & Hancock, 2017). Nevertheless, given the scarcity of existing instruments that specifically measure NTPA, the scales were adapted by the authors to address the specific research questions in the paper. Descriptive and statistical analyses (ANOVAs) were used to examine the research questions.

Results and/or Discussion and Contributions

Counter to expectations, the results show that most participants thought that it was likely or extremely likely (N=401, 69%), and important or extremely important (N=444, 76%), that physiotherapists would offer NTPA. Importantly, this result held true across age, gender, current physical activity level, and prior experience with physiotherapy. ANOVAs showed that patients with higher levels of satisfaction with physiotherapy think that it is more likely, and more important, for physiotherapists to offer NTPA (F(1,211.192) = 24.756, p=0.000).

Implications for Theory and Practice

This research indicates that physiotherapists may be incorrect in their belief that customers do not expect NTPA. In line with this evidence, physiotherapists should not be reluctant to offer NTPA advice, and should not hold back from using it as part of their service offering. Yet, further research is needed to explore the reasoning for the disconnect between what physiotherapists perceive patients to expect and what they do. For instance, the complexities of the credence nature of NTPA may play a larger role in service provider hesitation.

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Determinants of negative customer engagement behaviours

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Abstract:

Research on the determinants of negative customer engagement remains sparse and exploratory in nature. This study aims to specify determinants of negative customer engagement behaviours and examines these relationships in an empirically quantitative study. Based on Expectancy Disconfirmation and Justice Theory, negative service quality disconfirmation and justice are suggested to be drivers of negative customer engagement behaviours through the mediating role of customer outrage and the moderating roles of personality traits (self-efficacy, risk takers). Survey research method based on negative critical incidents experienced by customers in service consumption contexts in Vietnam was used to obtain 404 respondents. The findings show negative disconfirmation and injustice positively affect negative customer engagement behaviours through customer outrage. Negative word-of-mouth is mostly adopted by Vietnamese customers. Selfefficacy, risk taking traits enhance negatively engaged behaviours. Providing what was promised to customers and treating customers fairly were found to be significant in preventing negative customer engagement behaviours.

Keywords: Negative customer engagement, expectancy disconfirmation, justice.

Linking empathy to customer satisfaction: Mechanism and conditions

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Abstract:

Existing literature on employee empathy mostly ignores the dyadic nature of service interaction and tends to isolate empathy as a main predictor without addressing conditional aspects. Therefore, we base on the trait-behavior-outcome relation and social exchange theory to develop a moderated mediation model that examines the underlying mechanism of the relationship between employee empathy and customer satisfaction through customer-oriented behavior. We also capture the role of customers via customer empathy and customer resources as the moderator variables in this mediated relationship. We test our theoretical hypotheses using dyadic survey data from 211 pairs of frontline employees and their customers from securities companies in Ho Chi Minh city, Vietnam. The results support all hypotheses, implying that service businesses should emphasize not only on employee empathy but also customer-oriented behavior. In addition, they need to take into account customer empathy and customer resources due to their significant moderating effects on service outcomes.

Keywords: Empathy, Customer-oriented Behavior, Customer Satisfaction, Customer Resources.

Triggering trust: Emotions in co-creative sales interactions

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Abstract

This research is concerned with the mediation of the relationship between co-creation and trust by emotions, particularly in a services context. Respondents were exposed to one of several structured sales scenarios and data generated for analysis. Mediation and moderation is analysed using Hayes Conditional Process Analysis. Emotions are found to partially mediate the relationship between co-creation and trust. When investigating specific scenarios and contexts, the mediating effect of emotions on trust is stronger in business-to-consumer (B2C) situations than in business-to-business situations (B2B), in a services sales context rather than product sales context and for female consumers/clients more so than male consumers/clients. Specifically, in a services context there is full mediation of the relationship between co-creation and trust by emotions for female consumers/clients in a B2C context. The strategic imperative that co-creation is vital in the services industry is underscored, particularly in a consumer situation when interacting with female consumers/clients.

Keywords: Co-creation, emotions, trust

Introduction and Research Aim

Trust is a key variable in business relationships and much has been researched about how to build, and even recover, trust. Recent work has suggested that along with more traditional antecedents of trust, such as competence (Sekhon, Roy, Shergill, & Pritchard, 2013), satisfaction (Baxter, 2012), communication (Saleh, Ali, & Quazi, 2013), integrity (Schoorman et al., 2007), shared values (Morgan & Hunt, 1994) and benevolence (Castaldo, 2007), cocreation also contributes to the building of trust (Rajah et al., 2012; Franklin & Marshall, 2019). The reasons mooted for this include better decisions being made through the deeper sharing of (often informational) resources, and ownership of the decision outcome on the part of the contributing customer. However, several of the papers cited above also classify co-creation as an emotional-dominant, as against a cognitive-dominant, antecedent. This is a somewhat moot call, as there is as yet little published evidence that co-creation is anything but an information sharing, logical, cognitive, process. That deeper interpersonal communication and working together on a joint task should lead to a heightened emotive response that subsequently impacts positively on trust is the central idea of the research reported her – the aim is to determine the role played by the emotion generated by co-creation in creating trust.

RQ1: Do emotions positively mediate the relationship between co-creation and trust?

Further refinement of the research question seeks moderation of the main effect by three variables – products versus services, B2B versus B2C and gender – that are suggested by the literature to be relevant and are important to marketing application, and to then test the same ideas within a service-only environment.

Theoretical Foundation

Both the Service Dominant Logic (Vargo & Lush, 2004, 2008) and Service Logic (Grönroos, 2008) theories highlight how customer co-creation can lead to a superior, customer-centric, marketing strategy; the co-creation construct is now widely understood, accepted and utilised in business relationship building. Both customers and producers determine the value of a market exchange; the role of marketers shifts to communication and interaction management and product improvements occur with dialogical learning (Varey & Ballantyne, 2005).

Rousseau, Sitkin, Burt & Camerer (1998) describe trust as a psychological state comprising the intention to accept vulnerability based on positive expectations of the actions of the trustee. This approach suggests that risk is an essential consequence of trust. Risk means that the trustor will allow personal vulnerability and, on the other hand, trust implies a social exchange relationship with trust level as an indicator of the strength of that relationship and, consequently, of some form of social commitment. This logic applies to initial as well as relational trust but, more specifically, initial trust is the willingness to rely on a counterpart before the first interaction with that party (Koufaris & Hampton-Sosa, 2004). It seems probable that emotions will play an even stronger role in the initial situation, then, where there is less concrete, cognitive, data upon which to base a trust decision.

Evidence suggests that consumers are led toward service brands through experiences characterized by emotions and not based on estimations about the technical quality of the service (Yagil, 2001; Crane, 1993). The fact that the consumer is more actively engaged in the service experience, investing more time and interaction than is typical for the purchase of a product, allows us to suppose that emotions are likely to play an even stronger role in a services than in a product context (Crane, 1993; Yagil, 2001; Morrison & Crane, 2007).

Methodology

Data from 119 male and 144 female US respondents were collected via the Cint Access panel. An electronic questionnaire featuring twelve different scenarios was developed, four featuring no co-creation, four featuring low co-creation and four featuring high co-creation, but all featuring the same purchase outcome. Six scenarios involve a B2B situation where the purchase is a product (a new car), the other six involve a B2C situation where the purchase is a service (an investment fund). A within-subjects experimental design allows exposure of the same subject to two scenarios, one B2B and one B2C. After reading a scenario, respondents are asked to answer questions relating to their perceived level of trust, the level of co-creation perceived in the scenario they just read, and their emotional reaction to the scenario. The order of scenario exposed to respondents is randomized such that each participant reads two scenarios of a different level of absolute co-creation. Scales are drawn from validated sources.

Results, Discussion and Contributions

All the scale items factor appropriately and the validated scales feature good reliability scores. Hayes' (2013) PROCESS Model 4 tests the main effect of the moderation of the relationship between co-creation and trust by emotions, whilst Hayes' Model 59 (fully moderated mediation) is run in order to assess the strength of the moderated mediation that occurs in B2B versus B2C markets, product versus service sales scenarios, and between female and male consumers/clients. Finally, using just the services data, the moderated mediation analyses are repeated.

All the research hypotheses are supported, at least up to a point. Emotion does appear to play an important causal, partial mediating role in the formation of trust after a co-creative purchase experience has occurred. This mediation effect is stronger in a B2C than a B2B situation, stronger for services than product purchases, and female consumers/clients are more influenced by emotion when forming trust relationships than are male consumers/clients. All of these results are in line with expectations. Within a services context the effects are rather more dramatic. There is full mediation of the co-creation-trust relationship by emotions in a B2C service situation, and when female consumers/clients are making the service purchase rather than male consumers/clients.

Implications for Theory and Practice

For academics, the findings of the present study could be a starting point for a deeper understanding of the antecedents of the trust variable and the building of trust-based relationships in co-creative environments. In particular, the validation of the mediating role of emotions opens many new research opportunities. Emotions are quite probably involved not only in the formation of trust in the aftermath of co-creation, but also in the formation of many other downstream relationship characteristics including satisfaction and relationship strength and, ultimately, attitudinal and behavioural loyalty. Just how important and in what circumstances this holds true is yet to be discovered.

In many business situations the importance of co-creation is not in doubt either by academics or practitioners. This study confirms the notion that this effect is due either partly - or sometimes even completely – to the role that positive emotions play. The "feel-good" aspects due to co-creating a customer solution may well help to raise the level of relationship quality through increasing trust levels regardless even of the value of the cognitive information exchanged. In a services context this becomes even more important and stresses yet again the critical nature of developing front-line staff with the motivation and skill to develop co-creative client interactions that feature emotions-driven elements (such as empathy, iteration, etc.) even if the outcome is no different from a simple, non-interactive transaction.

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Pride & prejudice: The influence of hubristic pride on negative word-of-mouth following a service failure

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Abstract:

Following a service failure, affected consumers are likely to experience negative emotions, which will increase their willingness to engage in negative word-of-mouth (NWOM). However, certain positive emotions (like hubristic pride) might also influence consumers to spread NWOM. Pride is a positive emotion felt by an individual when achieving something valuable. However, hubristic pride (i.e.: "I am successful because I am great") is often associated with arrogance, narcissism, and entitlement and it may be this influences the willingness to engage in NWOM. Results from six experiments support this prediction. Further, this research shows the effect of hubristic pride is driven by psychological entitlement. Moreover, such an effect is attenuated when consumers are nudged to focus on helping others. This research builds on current theory involving emotion and NWOM following a service failure and discusses managerial implications stemming from the findings.

Keywords: Negative Word-of-Mouth, Hubristic Pride, Entitlement, Positive Emotion

Customers' value capture and engagement in sport contexts

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Abstract:

Although sport events involve many different actors, such as accompanying persons, sport management literature has so far only considered how ticket prices, seat categories, or opposing teams influence customers' expected value capture (cf. Parris et al., 2012). The influence of accompanying persons has been neglected even though they may have a decisive influence on the creation of value for customers' attending a sport event (e.g. White & Dahl, 2006). In marketing literature, the influence of actors on each other has already been discussed intensively under the term actor engagement (Brodie et al., 2019). Following the concept of engagement, the purpose of this paper is to analyse the influence of accompanying persons on the expected value capture of customers attending a sport event. We apply experiments using adaptive choice-based conjoint analysis. Results indicate the high influence of actor engagement on behave of accompanying persons on actors' expected value capture.

Keywords: Value Capture, Engagement, Preference Analysis

Developing a typological model of sport spectators

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Abstract:

Using a survey, this study identifies and describes homogenous segments of consumers based on the important behavior variables: broadcasted sport spectatorship (BSS) and live stadium sport spectatorship (LSS). Using cluster analysis, we first identify 4 segments: (1) Hobby Broadcaster Fan; (2) Overall Light Fan; (3) Heavy Broadcaster Fan and (4) Hobby Stadium Fan. Further, using demographic and sociographic variables (i.e. motivation to watch sport games) we further describe those segments. This study provides marketers and scholars with clear and definitive differences in demographics, sociographic and behavioral patterns. Evidence-based decisions regarding preferred channels for a variety of sporting fans and supporters are now facilitated by the four- cluster model. The benefit to sport marketers, stadium managers and scholars are improved consumer needs profiling and improved understanding of how to target specific audiences.

Keywords: sport spectator segments, target marketing, typology

Introduction and Research Aim

As more sport games are broadcast live via TV, online media and digital channels, so the battle for sports broadcasting rights heats up (Geenty, 2015). Over the past 25 years, the cost of broadcast rights for English Premier League soccer has increased thirtyfold in order to respond to the higher demand for watching broadcasted sports events (Mayes, 2019). Given the huge cost, television (TV) broadcasters aim to maximize their revenue by attracting as many Broadcasted Sport Spectators (BSS) as possible; however, clubs also try to increase the number of Live-Stadium Sport Spectators (LSS) to gain more match/game revenue (Wang, Goossens, & Vandebroek, 2018). This phenomenon raises numerous challenges for marketers, amongst them, attracting sport spectators into the stadium as well as getting them to watch broadcasted sports— resulting in various research investigations, including differences between these two channels. Since *both* channels are critical for any spectator sport, one of the key challenges for sport-marketing practitioners and scholars is to identify who the sport spectators are for the different channels, as well as the points of difference and points of parity between different spectator segments.

Bouchet, Bodet, Bernache-Assollant, and Kada (2011) highlight the importance of understanding differences in sport-spectatorship between broadcasting and live-stadium events and the benefits of classifying sport spectator segmentations to satisfy the needs of the different segments accurately. Therefore, this study is interested in identifying sport spectator segments based on the two main types of spectatorship (BSS and LSS), and further differences between them by investigating demographic characteristics and motivational drivers of sport consumption. By understanding the market segments and their different motivation drivers, opportunities to differentiate niche marketing activities become more clearly defined for brand owners and marketers. Many different sport spectator typologies exist (e.g., based on sociographic, demographic etc.; Mehus, 2005; Ridinger & Funk, 2006), yet, no research has clearly segmented sport spectators based on different channels of sport consumption (BSS and LSS). A gap this research aims to fill.

The aim of this study is: To explore and develop a framework for sport spectator segments based on behavioral differences of sport spectatorship (i.e. watching sport games broadcasted and/or live in the stadium). Two research questions are addressed in line with this aim: **RQ1:** How can sport spectators be segmented based on their sport consumption (i.e. broadcast and live stadium)? **RQ2:** What are the characteristics of those sport spectator segments in terms of demographic and motivational variables?

Methodology

Data was collected by using an online questionnaire (N=390). In the questionnaire we asked respondents to indicate how often they watch their favourite rugby team: (1) live at the home ground stadium, and (2) broadcast on TV in a typical rugby season. Next, we measured motivation for watching sports using the Motivation Scale for Sport Consumption (MSSC, Trail & James, 2001). The survey concluded with demographic variables (please see Table 1). Based on participants' watching behaviour (broadcast and live stadium games) clusters using K-means were analysed. Using demographic variables (supported by chi-squared test) and MSSC dimensions (using t-tests), the study empirically identifies separate and uniquely defined clusters.

Results and/or Discussion and Contributions

Table 1: Four Segments

	Cluster means*				F-value	Sig.
	Hobby Broadcaster	Overall light	Heavy Broadcaster	Hobby Stadium		
Stadium watching	2.0 (light)	1.64 (light)	2.48 (light- med)	3.59 (medium)	858.99	.000
Broadcast watching	4.52 (medium)	2.15 (light)	6.51 (high)	3.57 (light-med)	106.64	.000
Gender	Males	Females	Males	Males/Females		
Age	Under 19/ 40- 49	20- 29	40-70+	20-29		
Employment	Part-time Unemployed	Full-time student	Self-employed	Full time		
MSSC	Physical Skills (4.05)	Social (3.68) Physical Skill	Physical Skills Drama (4.02)	Physical Skill (3.98)		
	Drama (3.95) Family (3.86)	(3.5) Drama (3.45)	Achievement (3.98)	Achievement (3.88)		
Percentage of respondents	23.85 %	46.67 %	18.21%	Family (3.79) 11.53%		

Notes: All clusters means are significant at the .001 level. All pairwise comparisons are significant at the 0.05 level. *The values represent mean scores. The items for broadcast watching frequency were measured on a 1-7 scale whereby 1=0, 2=1-3, 3=4-6, 4=7-9, 5=10-12, 6=13-15 and 7=16-18. Stadium watching frequency were measure on a 1-5 scale whereby 1=0, 2=1-2, 3=3-4, 4=5-6 and 5=7-8

Based on our analyses, we identify four segments with different watching behaviour and demographic characteristics (see Table 1). Interestingly, our broadcast fans (hobby and heavy) are predominantly males with differences across different age groups. Both segments are mostly motivated by "physical skills" and "drama", whilst 'Hobby Broadcast Fans' indicated "family" as an influential motivator, while the segment of 'Heavy Broadcast Fans' name "achievement" as a main motivational driver. In contrast, the biggest of the segments, namely the Overall 'Light Fans', are predominantly females motivated by "social aspects" of sport spectatorship. Finally, the smallest of the segments, the 'Stadium Fans' consist of a mix of males and females, mostly motivated by "physical skills", "achievement" and "family" motivational drivers. Having identified and described four segments, this research makes an important contribution to the sports marketing literature (Bouchet et al., 2011) by not just looking at live and broadcast sport spectators independently, instead providing a more comprehensive and relevant managerial framework of contemporary sports spectators. This study, to the best of our knowledge, is the first of its kind that identifies groups of spectators based on important behavioural variables of sport spectatorship.

Implications for Theory and Practice

The sports spectator behavioural typology presented by this study, provides a sophisticated framework for distinguishing practice-relevant and addressable homogenous segments of sports spectators. This study extends the theory on sport spectatorship (by revealing and presenting different groups of spectators) and enables sports marketers to implement targeted marketing messaging and niche initiatives that are meaningful and valued by different groups of sport spectators.

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Examining the effects of FLE gender-job congruency in service failure

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Abstract:

Occupational role stereotypes are changing as a result of the dynamism of gender roles. This study examines the extent to which gender-job congruency in service encounters affects customers' responses to service failure. We focus on the role of customer empathy to examine why congruency leads to different customer responses in a service context. Results from an experimental study suggest that a frontline employees' (FLE) gender-job congruency affects customers' empathetic responses towards employees, but only in feminine service types. Findings also indicate that a customer's empathy towards a transgressing FLE positively influences repurchase intention and negatively influences intention to spread negative word of mouth. Service managers should feel comfortable hiring employees for incongruent roles as customers begin to rely less on FLE gender as a predictor of service quality. Service managers can also work on triggering empathy responses in customers to reduce negative service outcomes in the event of service failure.

Keywords: gender-job congruency, service failure, empathy

My way: Health self-management via digital tools

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Abstract:

The capabilities of digital technology are increasing with more interactive and assistive technology available to consumers. This assistive technology is now capable of providing real-time service and self-management of healthcare. However, little is known about how consumers perceive this technology and how they currently use it to provide social support elements. This paper introduces qualitative insights from a preliminary sample of twenty semi-structured interviews on the topic of consumers use of digital supportive tools for healthcare. This data discovers trends in consumer perceptions relating to the delivery of informational and instrumental social support, consumer beliefs about consumers use of healthcare systems and consumers control over their own healthcare service. This paper reports the preliminary insights and discusses additional studies that may be added to expand the understanding on this topic.

Keywords: consumer perceptions of technology, healthcare self-management, digital supportive tools

Social enterprise business models that leverage networks

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Abstract:

There is increasing scholarly interest in platform business models that leverage networks of actors embedded within service ecosystems to enhance value co-creation. However, the platform business model literature primarily focuses on the integral role of digital technologies to enable such activity. This study features a historic case to explore the capacity of a 'brick-and-mortar' social purpose organization (SPO) to act as a platform for multi-dimensional value co-creation. Despite modest funding and minimal staffing, the organization brings together a broad network of actors to engage in active resource integration and value co-creation for social good. We contribute to the business model literature by demonstrating digital technology is not necessarily a requirement for leveraging networks of resource integrating actors. Further, the case reflects a systemic, co-creative approach by managers of SPOs enables open and collaborative processes that drive the realization of value far beyond what limited resources might otherwise allow.

Keywords: value cocreation; platform business models; music festivals

Introduction and Research Aim

Much of the academic literature relating to social enterprise and social purpose organization (SPO) business models (BMs) has placed the social entrepreneur's efforts as central to value creation activities (Verstraete & Jouison-Laffitte, 2011). However, as an SPO aims to achieve dual purposes of economic and social value creation (Emerson, 2003; Nicholls, 2009), an entrepreneur-centric perspective fails to recognize the role of other actors in both enabling and realizing value creation processes. In response, some scholars have recently proposed that value is created and shared amongst a network of actors, including the SPO (Hlady-Rispal & Servantie, 2017). Further, more contemporary research recognizes BMs, generally, are shaped not just by firms but also by actors external to the firm, through their resource integrating activities (Breidbach & Brodie, 2017). These activities are often best enabled through a 'platform BM,' defined as multisided platforms (e.g., Armstrong 2006) linking versatile actors and enabling interaction among them. However, research into the use of platform BMs features two important gaps. First is how a platform BM might be adopted by an SPO to enhance value creation processes. Second, as platform BMs are generally conceptualized as relying on digital technologies (e.g., Uber, Airbnb, etc.), research into how platform BMs might be achieved in an 'offline' or 'brick-and-mortar' context is lacking. Hence, we pose the following research questions:

RQ1: 'How is value creation enhanced by a platform business model in a brick-andmortar social purpose organization?'

RQ2: 'What are antecedents of a business model innovation (BMI) in social purpose organizations?'

To answer this question, we explore the BM and change of BM (BMI) of a German youth music festival called the Festival of Young Artists Bayreuth (FoYA). Founded in 1950, FoYA is a SPO that relies partly on public funding and partly on self-generated income (Festival of Young Artists Bayreuth, 2019).

Background

Traditionally, value creation has been seen as an internal firm responsibility, reflected in the most widely accepted definition for a firm's BM as the "design or architecture of the value creation, delivery, and capture mechanisms" (Teece 2010: 172). Additionally, conventional perspectives such as Porter's (1980) 'value chain' are built on a manufacturer-centric logic, where internal firm-activities are thought to be the generators and distributors of value (Fehrer, Woratschek & Brodie, 2018; Thompson, 1967). Instead, the 'value network' concept emerged, which perceives customers linked through an interactive relationship logic (Stabell & Fjeldstad, 1998).

Platform BMs provide a strategic advantage by enabling the connection of numerous geographically dispersed actors to engage in collaboration and value creation processes through digital technologies (Fehrer et al., 2018; Ketonen-Oksi et al., 2016). However, scholars have argued for the adoption of both network (e.g., Achrol, 1997) and systemic (Vargo & Lusch, 2011) perspectives that recognize value is cocreated by all system actors, rather than just by firms. By extension, an organization is not the sole creator and distributor of value but is, instead, a coordinator of value cocreation activities. This is because all participants in value creation activities integrate resources for the benefit of both themselves and others (Lusch & Vargo, 2014).

Methodology

Given the scarce research into SPO platform BMs, a qualitative approach was adopted for data collection and analysis (Edmondson & McManus, 2007). We investigate the value creation processes that enable a small team of just three full-time managers to assemble an annual one-month-long festival, typically comprising 80 performances and 300 participants. Not only is FoYA a leader amongst youth music festivals, delivering a high standard of music involving international young musicians, it also fulfills an intercultural educational role with numerous trainee managerial interns.

Data was gathered from both primary and secondary sources. Semi-structured face-to-face interviews with 27 participants were videoed over four separate periods (January, August and November 2018; and March 2019). Interviews were conducted (in German and English) with numerous different actor groups associated with FoYA including supporters, musicians, sponsors, Board members, managers, funders, visitors and concertgoers.

Secondary data comprised historic organizational records. Data analysis involved qualitative interpretative content analysis, allowing a meaningful examination of the interview material. Changes to FoYA's BM through the decades and investigation of the value perceived by different actor groups were explored (Krippendorff, 2014).

Results and Contributions

Three phases of changes occurred in FoYA's BM, reflecting a change from a value chain approach to a value network, and then eventually, to a multisided platform. During these phases, three particular dimensions of the BM were significantly reshaped: 1) the musical content, 2) the introduction and evolution of the extensive educational program, and 3) the income stream and sponsorship network. We find financial bottlenecks mainly triggered the innovative behavior of the FoYA managers.

We contribute to research on SPO BMs in two main ways. First, despite recognition of the role of networks in value creation (Hlady-Rispal & Servantie, 2018), we expand and enrich the literature with empirical findings related to how a brick-and-mortar SPO operates a platform BM, reflected in FoYA acting as a multisided platform for the coordination of value cocreation processes. Second, we explore antecedents to innovation to FoYA's BM, an area lacking in attention (Foss & Saebi, 2017). Furthermore, we find the organization did not have to innovate its BM because of changing technologies, but due to other external, competitive factors. We discover antecedents for SPO BM innovation, financial bottlenecks, that differ from those of commercially oriented ventures.

Implications for Theory and Practice

The main theoretical contribution expands on the network perspective of SPO value creation (Hlady-Rispal & Servantie, 2018) by providing an all-encompassing, systemic view of all actors who enact and benefit from value creation processes. Hence, value is cocreated by all versatile actors embedded in the system. In addition, the findings convey important insights for managers of SPOs, specifically in cultural management. Based on the results, cultural managers are advised to adopt a systemic perspective, inherently recognizing the critical role of value cocreation processes. As such, managers are encouraged to see themselves as coordinators of such processes rather than as sole creators of value.

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Outsourcing, offshoring and service recovery

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Abstract:

Whilst outsourcing service delivery is becoming increasingly popular, the non-financial implications for the brand are often overlooked. Service recovery is a crucial aspect of service delivery yet previous research has not yet considered the effect of outsourcing and offshoring to customer satisfaction. This paper uses justice theory to consider the effect of outsourcing and offshoring on customer satisfaction in a service recovery situation. Using a series of scenarios the results show that the effect of interactional justice is influenced by both offshoring and outsourcing, the effect of procedural justice was opposite to what was expected and offshoring has an effect on distributive justice. These results suggest that manager should use caution when outsourcing, and in particular, offshoring service recovery processes.

Keywords: Outsourcing, Service Recovery, Justice Theory.

Towards the conceptualization of intensity of actor engagement

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Abstract

In today's dynamic and connected business environment the concepts of actor engagement and its intensity are garnering increasing attention. While the term 'intensity of engagement' has been frequently used, there is a lack of consensus amongst academics and practitioners about what this concept means. This paper systematically reviews the extant body of knowledge, bringing into discussion different aspects of the concept, and integrates with findings of the 'United Breaks Guitar' case study. This research adopts an abductive approach, which enables theory (e.g., Li, Jurić & Brodie, 2017), research fieldwork, and empirical evidence to evolve simultaneously. Based on the outcomes of the analyses, the paper discusses the meaning of intensity of engagement, its relationship with actor engagement concept and proposes the five properties of intensity of actor engagement, namely: duration of activity/activities, activity intensity, network intensity, the frequency of interactions and the size of resources that actors invest in the interactions.

Keywords: actor engagement, intensity, conceptualization

Introduction and Research Aim In today's highly dynamic and interconnected business environment, customers, as well as other actors (e.g., employees, firms, service providers and social groups), engage with one another, generating mutual influences in ways previously unexpected (Li, Jurić & Brodie, 2017). Correspondingly, in the marketing and service field, Storbacka, Brodie, Böhmann, Maglio and Nenonen (2016) and Brodie, Fehrer, Jaakkola and Conduit (2019) have initiated a dialogue about the conceptualization of actor engagement. Brodie et al. (2019) define actor engagement as "a dynamic and iterative process, reflecting actors' dispositions to invest resources in their interactions with other connected actors in a service system" (p.183). Such dynamic process reveals different levels of intensity of actor engagement. Many organizations measure the intensity of engagement to monitor and improve the engagement levels of their customers or employees. Engaged employees exhibit higher levels of involvement, time commitment and emotional immersion within tasks (Soni, 2013), influencing customer or client engagement (Groth & Grandey, 2012), and overall profitability of the organization (Greenwood, 2007). Reciprocally, if customers are actively engaged in social media, they will invite potential customers and other service providers to engage in the service network (Li et al., 2017).

Thus the intensity of actor engagement, which captures such differing levels of engagement, emerges as one of the key concepts that deserve investigation (Storbacka et al., 2016; Brodie et al., 2019). However, our comprehensive literature review shows that the term 'intensity of engagement' (or 'engagement intensity') is used in diverse ways, and there is a lack of understanding and consensus of the meaning. For example, in the service and marketing literature, 'intensity of engagement' is associated with the measurement of actor engagement (Hollebeek, 2011); the categorization of non/low/high actor engagement (Fehrer, Woratschek, Germelmann & Brodie, 2018); the state of actor engagement (Brodie et al., 2019), the process of customer engagement (Brodie, Hollebeek, Juric & Ilic, 2011; Hollebeek, 2011), frequency of customer engagement interactions (Busseri, Rose-Krasnor, Willoughby & Chalmers, 2006) and antecedents of customer engagement (Vivek, 2009). Thus, the aim of research is to provide a systematic exploration of the role of the concept is needed. To our knowledge, this study is the first attempt to systematically review and integrate the extant body of knowledge, and empirically investigate the concept of 'intensity of actor engagement.'

Research approach While the existing knowledge initially guides the process of data selection and analysis, our abductive approach broadens the theorizing process. This allows that theory, research fieldwork, and case analysis evolve simultaneously, and therefore, can be used to integrate and extend existing theories about intensity of engagement (Dubois & Gadde, 2002). Therefore, the literature review is undertaken throughout the research process. As discussed, in the service and marketing literature, intensity of engagement is associated with both the state of engagement and the process of engagement (Brodie et al., 2011). In addition, intensity of actor engagement is often viewed as a continuum with various intensity states or levels (e.g., no/low/high engagement) (Fehrer et al., 2018). Also, studies with a collective or network perspective of actor engagement show that intensity is related to the number and type of engaged actors and their observable behavioural modes and forms (Wollebek & Stromsnes, 2008; Li et al., 2017).

The study initially adopts the four dimensions of engagement properties from Li et al.'s (2017) multi-actor dynamic model. Although Li et al. (2017) did not discuss the engagement intensity specifically, it appears that the properties of engagement; namely, duration, actor-activity

intensity, actor-network intensity, interaction intensity, and modes and forms reflect the properties of engagement intensity.

The longitudinal, exploratory case study of "United Breaks Guitars" provides empirical data. Multiple sources related to different manifestations of engagement such as posts, reviews, and comments as well as videos, magazine articles, and a book are analyzed. The actor Dave Carrol's numerous interactions with and among many other actors, relating to his unpleasant customer experiences with United Airlines following the damage to his guitar provide rich data. Thematic coding and analysis (NVivo and manual) is used for data analysis. Additionally, the analysis of the six phases of the case indicates different levels of actor engagement intensity defined based on criteria, such as the number of actors, the number of interactions, the duration, and modes of engagement.

Findings and Discussion Our findings contribute to the understanding and the conceptualization of the intensity of actor engagement in several ways. First, the study provides valuable insights into 'intensity of actor engagement,' and of the interrelatedness of intensity and actor engagement concepts. Intensity, as a magnitude and quality of engagement, is an inherent characteristic of actor engagement. The intensity of actor engagement changes over time, and the ensuing engagement intensity states lead to an interactive process (Brodie et al., 2019). While typically noted as observable behaviours, the evidence from our study indicates that intensity of actors' dispositions (e.g., cognitions, emotions and goals) manifests as an integral dimension of intensity of engagement.

Second, our empirical study confirms that three properties of engagement of Li et al.'s (2017) model, namely, duration of the activity and phase, activity intensity, and network intensity also act as properties of actor engagement intensity. The study identifies two additional properties of intensity - the size of resources that actors invest in the interactions as well as the frequency of interactions that engaged actors to perform within a certain period. Both findings support the notions about intensity from the literature (Aldrich, 1976; Busseri et al., 2006).

The six phases of the case, indicate that higher/lower intensity of actor engagement depends on:

- (i) Larger/smaller number of engaged actors in the network;
- (ii) Larger/smaller number of engaged actors in certain activity;
- (iii) Longer/shorter duration of the activity/activities:
- (iv) Greater/smaller resource investment in interactions;
- (v) More/less active interactions; and
- (vi) Higher/lower interaction frequency.

The initial insights about relationships amongst different properties or concepts, such as forms of activities or type of actors, are also revealed.

Implications for Theory and Practice The academic implications of this research study are threefold. First, by integrating the knowledge from the literature and empirical evidence, this study advances our understanding of intensity of actor engagement and further contributes to the refinement of actor engagement concept. Second, we have identified new insights about how to transit from intensity of individual engagement to collective actor engagement in an ecosystem or network environment. Third, we provide a pathway to identify properties of intensity of actor engagement, contributing to the measurement of (intensity of) actor engagement.

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Split personalities: Why AirBnb guests become AirBnB hosts

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Abstract:

The sharing economy has seen platforms such as Airbnb and Uber create a new way for providers and consumers to deliver and experience goods and services. Success relies on the fulfilment of two critical roles - the role of the user and provider. Research to date has largely focussed on either consumers (users) or providers in sharing economies as individual, separate groups. This research explores and maps the transition process within the sharing economy from user to provider. Findings suggest the need not only for initial drivers for transitioning from user to provider (i.e., circumstances, monetary benefit) and the need to facilitate protection and transparency (via the app), but also the factors which *keep* providers, such as social factors, personal growth, fulfilling the need to be a caretaker and build external selfesteem, all of which can inform policy and campaigns to attract, and keep providers in the sharing economy.

Keywords: Sharing Economy, Airbnb, user, provider

Ownership, role ambiguity and service satisfaction

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Abstract:

Positive personal change is a process by which individuals seek to modify a behaviour or trait that they believe needs improving. Oftentimes, individuals seek out help in the form of experts who provide services to support the personal change. In these highly relational co-creationbased service offerings, the individual and their service partners bring different, but necessary, resources to the exchange which supports the creation of value and progress towards the end goal. However, uncertainties in role expectations, particularly in terms of between session responsibilities, can create ambiguities which impact participation and overall progress towards the desired outcome. Consequently, this paper delves deeper into the interaction between consumers and the service providers they employ in their pursuit of positive personal change, by conceptually examining the effect of role ambiguity and psychological ownership on the individuals' propensity to engage in pro-change behaviours and their ultimate perception of performance and service satisfaction.

Keywords: Service relationships, role ambiguity, psychological ownership.

Introduction and Research Aim

It is common for consumers seeking progress towards personal change outcomes to engage professional services, such as personal trainers, nutritionist, psychologists, physiotherapists, counsellors, and personal and professional coaches. In these situations, value is ordinarily achieved through quite visible co-creative effort (see Gustafsson, Kristensson, & Witell, 2012; Vargo and Lusch, 2016), whereby both the consumer and service provider bring observable effort to the interaction – for instance, a personal trainer provides intellectual effort to develop a suitable plan that requires the consumer to exert physical effort in the pursuit of weight loss. In addition, these highly relational service situations often carry expectations for further effort to be expended when the consumers and service-providing partner are apart, for instance, the personal trainer should develop a workout plan, while the consumer should engage in personal exercise. In these service situations, expectations of each partner's effort are vital to the overall progress towards (and ultimate achievement of) the outcome (Sharma & Patterson, 1999). However, those expectations are not always clear-cut. In fact, psychological contract theory (Cullinane and Dundon, 2006), which underpins many service relationships (Guo, Gruen & Tang, 2017), would suggest that unspoken expectations may give rise to ambiguity around the different roles of consumer and provider, and facilitate ambiguity in the "ownership" of the outcome. This shared ownership ambiguity can impact each partner's expected participation in the pursuit of the personal change, thus impacting progress and overall service satisfaction.

Consequently, the aim of this paper is to explore the role of ambiguity and outcome ownership in co-created service relationships and their impact on service satisfaction in service settings that focus on the pursuit of positive personal change.

Background and Conceptual Development

Role ambiguity, the lack of clear understanding about the behaviour expected in a role (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964), is common in organisational studies where it has been shown to negatively affect role effort, performance, and satisfaction (Doherty & Hove, 2011; Sakires, Doherty & Misener, 2009; Tubre & Collins, 2000). Yet role ambiguity has received little attention in the service marketing domain, despite recent growth in co-creationbased service offerings. Given such co-creation service relationships induct customers as coproducers with roles to perform (Heidenreich, Wittkowski, Handrich & Falk, 2015), it is reasonable to expect that in co-creation situations, role ambiguity may impact perceptions of service satisfaction (Heidenreich et al., 2015; Rogalsky, Doherty & Paradis, 2016). Similarly, the concept of ambiguous ownership is not new in the marketing literature (e.g. see Harwood and Garry, 2014, Jenkins, Moleworth & Scullion, 2014); never-the-less it remains an area of consumer behaviour with limited attention. Research on ownership and ambiguous ownership show that possession is not a necessary precursor to ownership (e.g. Jenkins et al., 2014; Jussila, Tarkiainen, Sarstedt, & Hair, 2015), nor does the object of ownership need to be tangible (Furby, 1978; Jussila et. al., 2015; Pierce, Kostova and Dirks, 2001). In fact the concept of psychological ownership describes the "state in which individuals feel as though the target of ownership (material or nonmaterial in nature) or a piece of it is 'theirs'" (Pierce et al., 2001, p. 299). Not surprisingly, psychological feelings of ownership can be held towards a diverse variety of objects (Peirce, Kostova & Dirks, 2003).

Although unlikely to use the term 'co-creation', consumers are expected to be able to identify the combined roles of the professional and the self in the achievement of desired outcomes, and this is expected to increase perceptions of the service provider as an active partner (or producer) in the pursuit of the goal (Guo et al., 2017). Following this, an understanding that multiple producers are present in the pursuit of the goal is likely to create a sense of role ambiguity (Heidenreich et al., 2015), with uncertainty arising around one's leadership in the

relationship, task responsibility, monitoring and control of progress, information flow (reactive vs proactive), and the like. In the presence of this ambiguity, one's sense of ownership over the outcome is expected to become diminished as the consumer's sense of control and responsibility become shared with their service-providing partner. Thus, the following four propositions are presented:

- P1: The perception that positive change results from a co-created experience increases the perception that the provider has an active producer role alongside the consumer.
- P2: The perception that multiple producers are involved in the co-created experience reduces the consumer's psychological sense of ownership, via psychological ownership transfer.
- P3: The perception that multiple producers are involved in the consumption experience increases role ambiguity for the consumer.
- P4: Role ambiguity decreases the psychological sense of ownership.

Given ownership has previously encouraged individuals to engage in positive behaviours that positively impact on the target of ownership (Pierce et al., 2003), a decreased sense of ownership is expected to reduce the consumer's motivation and intention to engage personal effort into independent pro-change behaviours, such as exercise or healthy eating. Consequently, with reduced independent change behaviours, perceived performance towards the outcome (e.g. time to achieve progress milestones) will be reduced, and overall satisfaction reduced. Thus:

- P5: Psychological ownership ambiguity (i.e. the increase in the sense of shared psychological ownership with service provider) has a negative effect on the consumer's adoption of independent pro-change behaviours.
- P6: The adoption of independent pro-change behaviours has a positive effect on perceived performance towards the outcome.
- P7: Perceived performance towards the outcome has a positive effect on service satisfaction.

Discussion

As an initial footing exploring the role of ownership and ambiguity in service relationships, this paper provides some direction in the potential interconnections between consumers perceptions of the components of service relationships and the transformation of those perceptions into (or away from) manifest behaviours. Clearly, the next steps are to refine the framework and undertake testing to explore how the relationships proposed manifest in consumption situations.

Implications for Theory and Practice

To date no research has explored the role of ambiguity and ownership in highly relational cocreation services, as such it provides useful context for future discussion. For instance, there are some interesting considerations around locus of control and its impacts on perceptions of ambiguity and ownership - does locus of control mitigate (for internal locus) or enhance (for external locus) the transfer of ownership in co-created services? Could locus of control perform the same function as ownership, despite being distinct constructs? Similarly, it is notable to consider the role of ambiguity tolerance. Does ambiguity tolerance mitigate the sense of role ambiguity, or does it mitigate the effect of role ambiguity and ownership ambiguity on ownership and behaviour, respectively? There are also interesting considerations around the concept and application of consumer empowerment.

For practice, this initial conceptual footing provides interesting potential. Should testing confirm the propositions, it emphasises the importance of reinforcing the consumer's ownership of change and the relevance of clarifying the partnered roles inherent in co-creative service relationships. Moreover, it poses an interesting question, what strategies and tactics, can service providers undertake to ensure that ambiguity is minimised and ownership maximised?

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Using brand concept map in destination marketing

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Abstract:

Increased competition in the tourism industry is requiring a deeper understanding of customer needs to remain competitive. This understanding will enable key players to effectively plan and make policies that enhance consumer's experience and enjoyment. In this paper we have used Brand Concept Map (BCM), one of the brand association mapping techniques, to extract the association network of actual and potential visitors of one of the biggest tourist attractions in Iran (Kish Island). Research orientation was descriptive, and we surveyed 200 people, half actual and the other half potential visitors, using a convenient sampling method. Each person was required to explain his/her brand association and draw a brand association map. In the end, consensus maps were drawn using the BCM method. The result showed that, although more than 50 percent of actual and potential visitors' concept map was similar, which could be the result of mass advertisements, there were differences that were very critical.

Keywords: Brand Associations; Brand Concept Map (BCM); Destination Marketing.

Introduction and Research Aim

Destination tourism market is changing the way it attracts tourism dollars (Anholt, 2010, Zenker & Brown, 2010). This, primarily, is because of intense competition in the tourism industry, driven by worldwide traveling, different countries interest in tourism, internet development and social media (Hosany, Ekinci & Uysal, 2006). Consequently, destinations and tourism organizations need continuous information to remain competitive (World Tourism Organisation 2015). One approach is a brand concept map (BCM), which is the focus of this paper.

Associations are the heart and spirit of a brand (Aaker, 1996). They are the properties and all things related to creating a favourable perception of the brand in people's mind (Aaker, 1991). These brand associations can be viewed as a network of connection such as memory network model (Anderson, 1983) that includes imaginations, emotions, perceptions, pictures, experiences, believes and attitudes in a relationship with the brand (Kotler & Keller, 2006). Keller (1993) categorised the associations into favourability, strength, and uniqueness, providing a framework for interpreting BCM. Favourability shows positive and negative points about a brand; strength shows the magnitude of the brand associations, and uniqueness is the differentiation of the brand associations from competing brands. BCM can be used to understand this complex network of a given brand in the minds of people (John, Loken, Kim & Monga, 2006). In this way, managers can understand people's favourable perceptions about their brand to guide marketing strategy formulation (Brandt, de Mortanges, Bluemelhuber & van Riel., 2011). BCM offers a methodology to identify brand associations for tourism destinations to attract tourist, which has not be carried out previously.

This research applied BCM to extract the brand association for Kish Island a popular tourist destination in Iran. The research investigated the association network of actual and potential visitors to this Island. The research questions investigated were as below:

RQ1: What are the brand associations of Kish Island?

RQ2: Which brand associations are directly linked to Kish Island and which are indirectly linked to Kish Island?

RQ3: Is there any difference between the actual and potential visitors' brand association networks?

Background

Although BCM is relatively a new technique, there are a number of applications in the literature. For example, John et al (2006) used BCM to study the brand association network of patients and non-patients of Mayo clinic. French and Smith (2011) used BCM to draw the brand association network of the Conservative Party and Labour Party. The results showed there were more positive associations for the Conservative Party than the Labour Party. Brandt & de Mortanges (2011) applied BCM on university students of Liege to understand their brand association network for Lipton Green Tea. The key associations included nightlife, young people and historical heritage. In this study, we extended the application of BCM to a tourism destination, namely Kish Island of Iran.

Methodology

The research employed a descriptive design, implemented on 200 subjects, comprising 100 actual visitors to Kish Island and 100 potential visitors to the Island. French & Smith (2010) suggested that a sample of 100 subjects was sufficient to draw a consensus map using the BCM technique. The data collection was carried out in two steps. The first step consisted of a semi-structured interview to extract subjects' brand associations. In the second step, each subject drew his/her conceptual map using an open-source web-based software available at

www.visjs.org. Then, following John et al (2006) 5-step aggregation method, consensus maps were drawn for the two groups to compare and make inferences.

Results

The results showed that the number of aggregated brand associations for the actual visitors was more than non-visitors (27 vs 18). Actual visitors' association favourability (number of positive associations/all associations) was higher than potential visitors (74% vs 55%), which indicates that visiting experience improved the customers' perception towards Kish island. Association depth analysis (Number of associations beyond the second layer/all associations) indicated that actual visitors have a comprehensive set of associations than the non-visitor. Joint (similar) associations analysis (Number of similar associations/all associations) showed that the nonvisitors had more similar associations in contrast with the actual visitors (61% vs 40%), which could be the result of Integrated Marketing Communication of Kish Island. Association strength analysis has shown that more than fifty percent of both actual and potential visitors' associations were strong, although, this index was a bit more in the potential visitors. Figure 1 shows the consensus map for the actual potential visitors. The plus and minus symbols at figures refer to the favourability of each association.

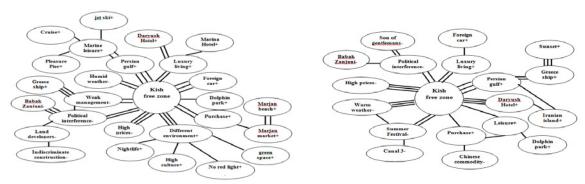


Figure 1: actual (left) vs. potential (right) visitors consensus map

Implications

The association networks in Figure 1 show that hotels and leisure parks are important associations for both groups. Hence, Kish Island governance should keep updated these attractions (e.g. Dariush Hotel and its theme park, Marina hotel and Marjan beach). The association of Persian Gulf (the sea which Kish Island placed there) is one the strongest first ordered associations in both maps, but, in the next orders, a big difference is obvious. For people who had prior experience, this association is connected to some water leisure but for people who heard about Kish from mass media, this association is connected to Greek Ship and sunset which both are an important part of Kish media campaign. The interesting point is that the Greek ship is in the visitor's map too, but it connected to poor management as the actual Greek ship is very different from the Greek ship which shown in promotional contents. (Have a look at https://en.wikipedia.org/wiki/Greek Ship) Hot weather is reflected in both maps as a negative association with an important difference. For non-visitors, the warm/hot weather was indicated but for the actual visitor, the high humidity of weather was indicated which is more realistic. Kish is unique in that it has no traffic light. This is reflected in the visitors map as a new experience of driving but not in potential visitors' map, which could be a good lead for the next advertisements of Kish Island. A significant part of the negative association has roots in politics. Perhaps politicians of Kish Island need to be cautioned of their activities.

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Knowledge structures in service recovery: A bibliometric analysis

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Abstract:

Service recovery research has evolved into an extensive, diversified body of knowledge in its fourth decade of investigation. Despite the growth of the field, the fundamental formation of the literature which serves as the basis for future research directions has not received adequate attention. This study investigates the knowledge structure underlying the service recovery literature applying multivariate bibliometric methods: exploratory factor analysis (EFA), hierarchical cluster analysis (HCA), and multidimensional scaling (MDS). We use these techniques to explore the developments of theoretical themes and research streams in the literature over past 40 years. The bibliometric results drawn from our analysis provides a holistic outline of the literature and offer guidelines for future research in service recovery.

Keywords: Service Recovery, Systematic Review, Bibliometric Analysis

Introduction and Research Aim

Service failures occur frequently in firms. With the aim of addressing such situations, service research has developed a substantial body of knowledge about how firms should respond to service failures which is known as service recovery attempts (Gelbrich & Roschk, 2011; Van Vaerenbergh, Varga, De Keyser, & Orsingher, 2018). Service recovery has been defined as the actions that a firm takes as a response to service failure in order to rectify, amend, and restore the losses caused by service failure (Gronroos, 1988). The concept of service recovery received increased attention especially during the 1990s and early 2000s. It was just after the seminal works in this period (e.g. Smith & Bolton, 1998; Smith, Bolton, & Wagner, 1999; Tax, Brown, & Chandrashekaran, 1998) that investigations in the field started to become more established. The service recovery literature has grown over the last 15 years and has evolved into an extensive, diversified body of knowledge in its fourth decade of investigation (Van Vaerenbergh & Orsingher, 2016). During the formative years of service recovery, focus was on understanding managerial actions in response to a service failure and customer's postrecovery outcomes. As the field has developed, research interests have changed to respond to a broad array of novel and more complicated empirical and conceptual issues that have arisen.

To date, a few literature reviews have assessed the evolution of service recovery literature based on content analyses (see, for example, Davidow, 2003; Van Vaerenbergh et al., 2018). The focus of these reviews has been on summarising the previous studies in the field, identifying the research gaps, and proposing emerging areas of research interest that has not received sufficient research focus. However, additional analysis of this literature using precise bibliometric tools can provide further insights into the literature not entirely realised or investigated in the past. Differing from previous literature reviews, the goal of this study is to investigate the underlying knowledge structure of service recovery literature more objectively through taking a bibliometric approach. Bibliometric techniques offer three main advantages over the ordinary reviews: 1) they reduce possible subjective biases of the researchers in their assessments; 2) they facilitate working with large sample sizes; and 3) they provide the opportunity to use quantitative techniques (Kunz & Hogreve, 2011). To the best of our knowledge, this study is the first endeavour to investigate the knowledge structure of the service recovery literature using bibliometric methods.

The aims of this study are:

To explore the knowledge structure underlying the service recovery literature in order to understand and evaluate the shifts in its theoretical developments. This study also aims to identify the research domains which may not have received adequate attention to date and suggest the potential for future research.

We address two research questions in line with these aims:

RQ1: How have the theoretical themes and streams of knowledge in service recovery literature evolved over time?

RQ2: What are the emerging trends and gaps in the service recovery literature in the recent years?

Methodology

To review the service recovery research, this study uses bibliometric methods. The bibliometric analysis is conducted in four stages which are: 1) obtaining data, 2) cleaning and optimizing data, 3) analysing data and 4) visualising data. The research team first identified which key words are directly related to service recovery research. The key words were then reviewed by

three researchers in the field to reduce the internal researcher biases. We then searched for these key words in the titles, key words, and/or abstracts of all available papers across all research areas in Scopus and WOS published from the beginning up to the end of 2018. We searched across all journals that have an impact factor according to SSCI. After removing duplications, we reviewed the scope and relevance of each paper to the core of this research which resulted in the final set of 747 focal papers with more than 45,000 cited references.

In order to examine the state of the service recovery literature over time and to present a longitudinal approach to the literature, the data is split into four time periods: formative years (P1), booming years (P2 and P3), and recent years (P4). To analyse the obtained data, we used citation and co-citation analysis. These techniques are applied in information science to evaluate a research field's structure and development (Small & Griffith, 1974). Given the large sample of this review, it was impossible to include all references in the analysis. Therefore, following prior studies in bibliometric research (Samiee & Chabowski, 2012), we conducted the co-citation analysis on the top 50 most influential (i.e., the most cited) references in each time period to outline the service recovery field and to detect possible existing gaps in the literature.

Following the procedure described by McCain (1990), three multivariate techniques were applied to analyse the data. First, we conducted an exploratory factor analysis (EFA) on the cocitation matrix to identify the cited papers that represent the different theoretical themes in each time period. Then, a hierarchical cluster analysis (HCA) was conducted using Ward's method to identify certain research streams in the periods, and finally, a multidimensional scaling (MDS) was used to plot the data in a two-dimensional space to develop a clear picture of the influential cited papers in the time periods.

Results

The results of the factor analysis indicate that in each time period, there are four factors explaining around 70 percent of the total variance. Through evaluating the changes in these main conceptual themes over time, we can trace the development of the service recovery literature. The results of cluster analysis and MDS indicate that although the number of research stream clusters have decreased in recent years (P4), the service recovery field has become increasingly more complex and sophisticated than in earlier periods. In addition, the results for P3 and P4 will be used to identify future research directions. Through connecting the theoretical themes and the research streams that have been studied in these periods, we can identify the research areas not received sufficient attention in the extant literature (Chabowski, Mena, & Gonzalez-Padron, 2011; Samiee & Chabowski, 2012). Using the results obtained from bibliometric analysis and comparing them with the most recent papers, we identify emerging trends and gaps in the literature and provide guidelines for future research.

Implications of Prospective Results

This bibliometric study offers precise understanding of the current state of service recovery literature and suggests new directions for future research. Findings of this research helps scholars through providing a holistic outline of the literature to position their research in the literature and to find potential unexplored research areas. In addition, this research is useful for practitioners who work on service recovery issues and who are not knowledgeable in the theoretical paradigms existing in the literature. Through obtaining a better understanding of recent trends in service recovery literature, this research provides a guideline for practitioners to improve the design and effectiveness of firms' recovery strategies.

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Service research on refugees: A systematic literature review

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Abstract:

This study reviews research on services for refugees relating to the three phases of their refugee journey – pre-migration, migration and post-migration – to uncover research gaps. We identify 74 journal articles published from 2000 to 2018 from the disciplines of Economics, Business, and Management by employing a systematic literature review. Only a few articles discuss the pre-migration and migration phases compared to a plethora of articles that focus on the resettlement phase. We identified six emerging themes: Camps and housing, language and interpretation, social welfare and resettlement, education, employment, and healthcare. Across the three stages, most of the existing studies focus on healthcare service provision for refugees compared to other services.

Keywords: refugee, service research, systematic literature review

Introduction and Research Aim

As of June 2019, nearly 25.9 million people have been displaced as refugees due to war and persecution, over half of whom were under the age of 18 (UNHCR, n.d.). This ever-increasing refugee figure is one of the most pressing issues for both developed and developing countries (Finsterwalder, 2017). Finding long-lasting solutions for the refugee crisis has become a major challenge worldwide (Esses, Hamilton, & Gaucher, 2017). Possible solutions include voluntary repatriation, integration into the country of first asylum, and resettlement in a third country (UNHCR, 2011). There are three phases of a refugee journey to a new destination. The first phase, the pre-migration period, is when individuals decide to migrate or plan to move and seek refuge. The second phase, migration, is the process of moving physically from one place to another. The last phase, post-migration or resettlement, involves settling down in a new destination and society (Bhugra & Jones, 2001). In the first phase, food, water, housing, and medical care can be limited or unavailable. Dangerous and arduous journeys are common for refugees while fleeing from home and looking for a safe haven, such as in other countries. In phase two, most of the refugees stay in temporary shelters and camps that are mostly managed by UNHCR in those countries (Nasr & Fisk, 2018). In addition to these traumatic experiences, refugee camps can be problematic for refugees due to overcrowded living conditions, rationed food, and limited access to medical services (Chan, Young & Sharif, 2016). In the final phase, upon arrival in a new country there are resettlement services offered by the host government or resettlement agencies, which are often ill-prepared, slow or inefficient (McDonald-Wilmsen et al., 2009).

Service provision plays a key role for refugees and will help them to return back to normal life. The service scholar community is still reluctant to show their full attention to address refugee issues (Finsterwalder, 2017). Service systems have great impact on people's lives. However, there is a lack of service research regarding the global refugee crisis. The refugee crisis can be considered a global service system crisis that requires research contributions from service scholars (Nasr & Fisk, 2018). To conduct future research, the scholarly community requires an overview of extant literature and research projects identifying the gaps in service research relating to refugees. Therefore, the aim of this study is:

To systematically review service research literature on refugee journeys and to identify research gaps.

This work addresses two research questions in line with this aim:

RQ1: What does the extant literature on refugee journeys with a service focus reveal?

RQ2: What are the research gaps in literature?

Methodology

This study follows a systematic literature review. Pickering and Byrne (2014) term it a 'systematic quantitative approach' because it quantifies both existing research and gaps in the literature. We utilised two key words, "refugee" and "service" to search journals' titles, abstracts and keywords. A prior search utilising the terms "refugee journey" and "stages of refugee migration" in combination with "service" returned no results. We conducted the keyword search in the following four databases: EBSCOhost, Science Direct, Scopus and Web of Science. We selected only peer-reviewed journal articles published in English from 2000 to 2018 for this review. We filtered the results in the Economics and Business and Management disciplines for all four databases in relation to their service focus. After we identified 744 journal articles from the search results, an additional 97 articles were found by screening the reference lists of those articles, resulting in a total of 841 articles. From this set, 767 articles were excluded after screening the full papers because no reference to service was found. The remaining 74 journal articles were included in this study. Of these articles, 68 are qualitative, five quantitative, and one is a mixed-method study.

Results and/or Discussion and Contributions

We identified six themes across the three phases of the refugee journey. These are: camps and housing, language and interpretation, social welfare and resettlement, education, employment, and healthcare.

Pre-migration phase

Only two articles were found for this phase. The first one explains how unaccompanied refugee children from Syria reach host countries and how they become refugees. The second study relates to the transformation of service systems through actors' resource integration and value co-creation in contention. We listed these two studies under the theme of 'social welfare and resettlement'. Basic needs such as food, water, temporary shelter, and medical care are important during this stage of the refugee journey but currently there are no studies focussing on service provision in these areas.

Migration phase

We found eight journal articles for the migration phase. Six of these focus on logistics and infrastructure in refugees camps. We listed these six studies under the theme 'camps and housing'. The studies suggest refugee camps should be designed for long-term rather than short-term settlements as refugees can spend an average of 20 years in these camps. The remaining two studies discuss the healthcare needs during refugee journeys and these studies were placed under the 'healthcare' theme. More studies are required to understand the service needs of refugees taking these long, arduous, and dangerous journeys when migrating from one location to the next.

Post-migration phase

We found 64 journal articles for this phase and these cover all six themes. Six studies subsumed under the 'education' theme address the challenges and complex needs of refugee children as well as the practices followed in schools. Employment is key to a successful resettlement and most of the five studies under this theme focus on what the support agencies do to assist the newcomers to find initial employment. Most of the 26 articles listed under the 'healthcare' theme focus on barriers to accessing healthcare services. The three studies under the 'camps and housing' theme relate to housing needs of refugees with families as well as general issues in housing provision. We found four articles for the 'language and interpretation' theme which mainly focus on improving the services. The remaining 20 articles placed under the 'social welfare and resettlement' theme centre on the role of service providers and a wide range of service needs for different refugee demographics. For this phase, we identified the following gaps which need attention from service scholars: the impact of vocational or short-term courses to find employment, alternative educational services for refugee children, the way refugees are sustaining and progressing with employment, housing needs of youth and single male and female refugees, informal assistance with resettlement and specific service needs for LGBTQ, younger and older refugees and refugees with disabilities.

Implications for Theory and Practice

In summary, there were very few articles discussing the pre-migration and migration phases. Future research should focus on uncovering needs and corresponding service provision in particular for those two phases. Research can also focus on temporary service provision in hard-to-reach areas, such as war zones or during the refugee journey. To enable data collection, recently arrived or established refugees in a host country could partake in such research. In phase three, other than the topics listed above, future work could explore the role of fellow refugees in accessing services in a host country, a topic that has not received much attention.

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Conceptualisation of service 4.0 in automotive industry

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Abstract:

The rising influence of technology leads to organisational changes and new business models. Especially for the service occur new possibilities with the technology change. Against this backdrop new terms as 'service 4.0' arise in practice and need to be classified. Based on the data of semi-structured interviews with branch experts of the automotive industry, we applied the grounded theory to analyse the data. As result, we characterise 'service 4.0' as digital, integrated, automatic and with the product connected services which optimize the customer experience. Furthermore, we discovered mobility as a service commitment being the driving force of 'service 4.0' and propose a future research agenda. All in all, this paper defines 'service 4.0' as practical perspective of smart services and helps service providers to understand future developments which can lead to competitive advantage.

Keywords: Service 4.0, Smart Service, Mobility

Introduction and Research Aim

The constantly rising influence of technology on service (Meuter et al., 2005; Bitner et al., 2010; Rust and Huang, 2014) facilitates the deepening of relationships with customers (Paschou et al., 2018). On top of the improvement of communication technologies, new and more sensors and abilities to connect the products with the service point contribute the development of the term smart service (Allmendinger and Lombreglia 2005; Wünderlich et al., 2013; Kabadayi et al., 2019). Moreover, after the fourth industrial revolution, the term 'service 4.0' arises in service literature in recent publications (Rehse et al., 2016; Pena-Rios et al., 2018; Paschou et al., 2018). Since smart service and service 4.0 focus both on digitalization and internet of things, the question remains whether it is actually an enhancement of smart services or another perspective. Especially the automotive industry uses words as 'Industry 4.0' to reflect the future orientation and its radical changing with the possibilities of the new technologies, which pave the way for a new concept of service. The term service 4.0 arises from B2B-sector in different industries and get used for predictive maintenance. Also, the automotive industry starts to offer predictive service solutions, combined with data analysis and connection between car, driver and car workshop which reflects the common understanding of service 4.0 in the automotive industry. The resulting operational definition of service 4.0 for this paper is: "Service 4.0 is a predictive, data analytic based and connectivity driven service." and based on the knowledge and experience of the first implementations of predictive services such as smart services.

Whereas the recent publication of Kabadayi et al. (2019) gives a first conceptualisation of smart services, there is no common understanding of the characteristics of service 4.0.

Therefore, the aim of this study is:

To explore the components of service 4.0 in the example of automotive industry and to define a concept of these future services. Furthermore, this study should explore the distinction of smart services and service 4.0.

We address the following research question in line with this aim:

RQ: What are the defining constituents of service 4.0.

Background

Against the backdrop of increasing connectivity between products, user, manufacturers and third parties, practitioners and the literature of service mentions two future service forms; smart services and service 4.0. Kabadayi et al. (2019, p.5) conceptualises smart services based on prior literature as "...personalized and pro-active services that are enabled by the integrated technology and intelligent use of data that can anticipate and fulfill customer needs at specific times and/or locations based on changing customer feedback and circumstances'. Hitherto literature discussed different characteristics of smart services and smart service encounters (Allmendinger and Lombreglia, 2005; Huang 2017). Based on the research Kabadayi et al. (2019, p.5) describe the characteristics of smart service as mainly data-driven and based on highly effective hard- and software which connect the service to the internet (Kabadayi et al., 2019, p. 5). Furthermore, the anticipation of the customer needs is the main function of smart services and can be fulfilled with an intelligent use of the collected and analysed data before they even occur (Kabadayi et al., 2019, p.6). Most recently Kabadayi et al. (2019, p.6) describe the capability of smart services to adapt depending on changing situations and consumers as last main characteristic. Also, literature discussed the influences of smart services on the competition on market and to the industry (Porter and Heppelmann, 2014). They reflected that the collected data of smart connected products can be used reduce breakdowns and field services which is going to decrease costs (Porter and Heppelmann, 2014). That leads to the

assumption that the most efficient data analysis and the quantity of data basis are going to become important competitive factors of the industry. Furthermore, research give an overview of impediments and moderators to user's attitudinal and behavioural reactions, as well as nontechnical barriers for these type of service in the industry (Wünderlich et al., 2013; Klein et al., 2018). In their research Klein et al. (2018, p. 850) identified 25 barriers such as bad service reputation, the fear of the customer to lose control over information or insufficient knowledge of customers' needs, which all are mainly of non-technical nature. Later investigations focused on the characteristics and the categorization of smart service systems, as well as on future research agenda (Lim and Maglio, 2019; Polese et al., 2018, Kabadayi et al., 2019).

In 2016 firstly occurred the term 'service 4.0' in literature and exhibits a practice-based understanding (Paschou et al., 2018; Pena-Rios et al., 2018; Rehse et al., 2016). The practical work of Rehse et al. (2016) give a first overview of the technological enabling factors for service 4.0, such as big data and analytics, smart devices, bionic computing and several other technological achievements. Furthermore, they describe the opportunities which companies can gain with the implementation of service 4.0. Pena-Rios et al. (2018) compared the concept of service 4.0 with industry 4.0 and in contrast to Rehse et al. (2016), Pena-Rios et al. reflect that service 4.0 results in the appropriate application of the new technologies such as cloud computing in the business environment and not in the technology itself (Pena-Rios et al. 2018, p. 30). In addition, the possibilities of digital technologies in services and the arising opportunities for the manufacturing are focused by the work of Paschou et al., (2018). Moreover, they mirror the need for further research and defined the first research priorities.

All in all, we could realize that there is no consistent understanding of service 4.0, but recently, there has been a growing interest in this prospective service concept. For further research we need to explore in depth and empirically what 'service 4.0' is, to differentiate it from smart services.

Methodology

To investigate the aim of the study we conducted semi-structured interviews (Silverman, 2006) with branch experts of the automotive industry focused on the future service of car workshops. In the course of the study, we continuously recruited interview partners who were knowledgeable and could add to the information we achieved in the previous interviews. Therefore, the aim of the sample selection was to develop a broad diversity of experience and knowledge. To reflect the complexity of the automotive industry, we chose the subjects from different stages of the industries value chain (e.g. Manager for digital service of an automotive group, CEO of a large car dealership, of car workshop, of a car workshop franchise company etc.). We chose depth interviews as a method to capture the underlying dimensions of the characteristics of service 4.0 and to achieve a holistic view of this service concept. We conducted the study from April to June 2019 with participants from Germany. The interviews lasted from 34 to 56 minutes and have been transcribed verbatim. The need for further interviews ceased after the 7th participant because it was discernible that we had reached a point of information saturation and we could no longer expect to obtain new findings under the current interviewing process (Strauss and Corbin 1994).

As the study is explorative by nature, the data-driven approach of coding, axial coding and selective coding of the grounded theory (Strauss and Corbin, 1994) was applied for analysing the data of the interviews. This approach requires that data are gathered and analysed simultaneously. During the whole process of collecting and analysing the data and theory are continually compared. Several interview partners repeated specific details, thoughts and

examples extended the evolving theory during the data collection and analysis procedure. Consequently, we generated provisional categories of statements that contain important beliefs to organize the data. In total, 171 quotations contained in 44 single-spaced pages of text from the transcripts of the interviews were compared to the categories.

Results and Discussion

The overall results indicate four main components, which characterize the Service 4.0 in the automotive industry.

Digitalisation reflects the first constituent and builds the basis for Service 4.0. To this mainly counts the internet-based communication via social media or instant messenger like WhatsApp, as well as the use of chatbots for the communication with the customer. Therefore, the probands described several situations where they use internet-based communication channels and explained the resulting advantages for the workflow of the company. On the other side digitalization includes to collect and analyse data as well as to make data available at any time and place. For instance, the car mechanic gets further information with the tablet direct on the workplace and has the opportunity to recognize related prospective problems before they occur. Also, the digital database, big data and analytics are the basis for individual customer approach and strengthen the relationship to them. All in all the digitalization is the precondition for all further characteristics of service 4.0.

Integration as second main characteristic of service 4.0 represents the including of a platform or App in the car as foundation of the push communication and payment possibilities. Furthermore, this component stands for connection between hardware and software. In this case the integrated sensors of the car create data input for the software of apps or data warehouses of manufacturers. The integration of displays in the car gives the driver the opportunity to get information about the car and on the other side to communicate with the car. These led to the perception that the integration is the requirement for the connectivity.

Connectivity of the vehicle with the car workshop and the manufacturer reflects the third characteristic of service 4.0. This component includes the subcategory: information transmitting, payment, push communication and flash updates. Information transmitting describes the permanent transmission of data to the car workshops and manufacturer. Especially with the data collected by the sensors the car workshops as well as the vehicle manufacturer can directly react to small defects beyor larger problems are occurring. This leads to a constant improvement of the product and after sales services. The collected data of all models of a brand implies the possibility of analysing common bugs and to flash updates which feature the opportunity to repair the vehicle over the air. The connection to the internet and therefore to companies such as the car workshop makes it possible to pay for reparations, e.g. via PayPal, Apple or Google Pay, direct in the car. Furthermore, push communication represents the communication from the vehicle to the workshop, if there appear problems, as well as the direct communication of possible deals or dates to the mobile terminal of the customer. With the integrated apps arise the opportunity to communicate at any time with the customer and therefore, to build a stronger relationship. Furthermore, the connection can enhance the relationship, if the customer gets the opportunity to examine data, invoices and so on even years after reparations or other interactions. This transparency is the basis for trust and reliability and can be reached with apps or platforms.

The last identified component of service 4.0 is *automation*. This constituent is premised on big data, data analytics, bionic- and cloud computing. This characteristic represents automatic communication and appointment allocation as well as vehicles which drive by their self to the

workshop and become repaired overnight. To reach this new level of service in the automotive industry, especially in the after sales service, several challenges need to be overcome besides the technical implementation. In general there need to be a fundamental rethink about service times and connected to that the working time of car mechanics. We recognized that the participant's repeated several times the working hours which mainly have been between 7am and 6pm. This means that the mechanics of car workshops mostly work in the times where their customers work to and need to be mobile. The change of the working hours of the mechanics will be the first large challenge on the way to automation and repaired overnight and is going to get followed by several other challenges such as the changing of costs for night work.

Finally, this led to perception that to achieve the automation, cars, customer and companies need to be connected. To create the connectivity during the whole customer life cycle software as well as hardware need to be integrated, which base on the digitalization and reflect a stringent hierarchy between the different characteristics of service 4.0.

Furthermore, we could discover mobility as a service commitment is the driving force of the service 4.0 in our investigations and has been focused by all experts during the interviews. This reflects that the key benefit of the product becomes the key driver of the service.

All in all, service 4.0 in the automotive industry can be defined as product integrated, automatic and customer-driven service, based on the connection between service provider and the product. This conceptualisation reflects some similarities to the definition of smart services developed by Kabadayi et al. (2019) which makes it difficult to differentiate it in general. Especially the integrated technology and intelligent use of data are a key characteristics of both concepts (Kabadayi et al. 2019, p. 5). Apart from that the definition of Kabadayi et al. (2019) focus on the anticipatory and adaptable character of smart services, where this research reflects a more operative perspective. The research of Kabadayi et al. (2019) based on prior research of service experience, smart service and also the difference between smart and regular service and offers a theoretical approach with defining the term smart service. The interviews of this exploration mirror the practical view of the experts which focus on digital implementation and automation as well as the connection between the involved companies and the customer. All in all, the definition of the four components of service 4.0 provides a more practical perspective on these kinds of prospective services.

Contributions and Implications for Theory and Practice

Despite its preliminary character, the research reported here is the first empirical research study to find a conception of service 4.0 and its characteristics. With our study we not only characterise service 4.0 and build the foundation of further research, this investigation also affords service provider of the automotive industry with practical implications about future developments which can lead to competitive advantage. Especially the enriching opportunities which can become possible with prospective service offers. On the other side we could recognize that there are several difficulties to overcome in the next years. Future research should find out more about prospective service experience and its influences. Moreover, studies should also consider the customer perspective and analyse how characteristics such as connectivity or automation influence the acceptance of these services and affect the adoption. Therefore research about the trust in such technology and services will be important for business. Furthermore, studies should identify and investigate macro factors that are relevant for prospective services, such as cultural factors or economic factors which could provide important implications for the provider of the services. Another important research field would be to find out more about the values which prospective services offer to customer as well as to

the service provider. It would be a great competitive advantage to know which values the customers seek most when they use these kind of services.

Notwithstanding its limitations, this study does suggest to consider both theoretical (smart services) and practical (service 4.0) perspectives as relevant but not as equal for future. Depending on the branch and the customer needs there will be a market for both service types. Against the backdrop that the provision of future services demands large organisational changes and new business models, further research needs to be done. However, the understanding of the prospective services should become unified for this future research.

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Exploring forms of address during service encounters

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Short Abstract:

Forms of Address is an indispensable part of interpersonal communication. During service encounters, frontline employees may show the respect to their customers, build the customer relationship and attract customers' attention by using different forms of address such as Sir, sweetie or Mr. Bond. This study seeks to explore customers' preferred forms of address during the service encounter and investigate the factors that may influence customers' preferred forms of address. This study took the exploratory research by recruiting thirty-four customers to record their service encounters in one week, Semi-structured interviews were also conducted to understand reasons for preferred and non-preferred forms of address. The findings show that no-naming (e.g. hello, hi) is the most common way to address customers. Yet depending on the temporal duration, affect level and personal distance of encounter types, customers may prefer other address forms. The study results could also provide guidelines for frontline employees to serve customers.

Keywords: Forms of Address, Service Encounter, Exploratory study

Social Marketing

Inadequacy of impactful HIV social marketing messages

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Short Abstract:

Although some significant policies have been introduced by the government to tackle HIV/AIDs in Malaysia, their visibility among the public is relatively low. In Malaysia, issues concerning sex are considered cultural and religious taboos which further limits the visibility and reach of HIV campaigns. Using the Health Belief Model, we examined key factors that influences the likelihood of HIV preventive actions, including Self-Efficacy as a mediator in the model. A total of 243 usable questionnaire samples were obtained. Results show 7 significant positive relationships (12 hypotheses tested) and significant relationships for Self-Efficacy (4 out of 5 mediating paths). The results imply that religiosity and knowledge are not strong influencers for understanding HIV and safe sex, while self-efficacy mediates positive behaviour and attitude towards HIV care. Our study informs social marketers and health practitioners to design impactful health behaviour change campaigns for improved HIV/AIDS management and action.

Keywords: Health Belief Model, self- efficacy, HIV/AIDS campaigns

Introduction and Research Aim

The health risks and burdens of HIV infections is an ongoing challenge for the global health system to manage and control. While there is a decline in new worldwide HIV infections falling from 3.4 million to 2.3 million cases from 2009 to 2012 (UNAIDS, 2013), on the flip side the annual undocumented global prevalence of HIV infections is still on the rise (UNAIDS, 2016). Given that HIV infections poses serious financial, physical and emotional strains on society (Wang et al., 2016; Pillay et. al., 2018), drastic preventative measures are therefore urgently needed to control its spread and burdens.

In Malaysia, from a total population of about 28 million (Department of Statistics Malaysia, 2019), there are approximately 93,000 people living with HIV and around 3,397 newly infected HIV cases (Ministry of Health, 2016). While many policies have been introduced by the Malaysian government to better manage HIV/ AIDs, their visibility among the public is relatively low due to deep rooted cultural taboos about sexual practices (Sern & Zanuddin, 2014). HIV may affect all levels of society, hence the message needs to be presented in the mainstream media. However, HIV in Malaysia is discriminately associated with certain key affected population who are more susceptible to infection; i.e., sex workers and their clients, men who have sex with other men (MSMs), intravenous drug users, the transgender community as well as people living with HIV (PLHIV) (PT Foundation, 2019). These key affected populations, unfortunately face different contextual forms of stigmatisation and penalisation from religious beliefs and social cultural practices. As a result many people are reluctant to seek proper HIV preventative health services due to feelings of shame and facing discrimination from society (Trang et al., 2019). It is therefore a challenge for social marketers to develop effective HIV intervention campaigns whilst working around Malaysian cultural norms.

Through the application of the Health Belief Model (HBM) (Rosenstock, Strecher, & Becker, 1994), the aim of the study is to: identify the key factors which would likely influence individuals to seek HIV preventative measures in Malaysia. In doing so, our study can inform the health system and social marketing practitioners to introduce impactful and sustainable behavioural change initiatives to encourage HIV preventative actions.

Conceptual Model

The justification of applying the HBM in this study (Khumsaen, & Stephenson, 2017; Rosenstock, et al., 1988) helps explain the change in health behaviour, whereby its constructs are useful in understanding health risk perceptions/judgements and self-efficacy towards messages/communications. This is with the intention to investigate the perceptions of susceptibility and/or the seriousness of health status through messages that encourage attitudes towards safer sex (e.g. condom usage) and/or pre-exposure prophylaxis (PrEP). The selfefficacy in one's ability to effect change in HIV/AIDS prevention (e.g. confidence in initiating safer-sex practices with partner(s) is an extension of the original HBM (Rosenstock, 1974). Hence, this study examined the relationship between Independent Variables of: 1) Modifying factors: Attitude, Religiosity, and Knowledge; 2) Individual perception: Perceived Severity and Perceived Susceptibility; and 3) External Influence: Cues to Action, in shaping the perceived benefits over perceived barriers leading to the likelihood of seeking recommended preventive health action. Additionally, we propose that Self- Efficacy acts as a mediator between modifying factors, individual perception and cues to action in the likelihood of seeking recommended HIV preventive health services (which is the main dependent variable). The main research question (RQ) and model developed for this study is as follows:

RQ: What factors influences the likelihood of individuals to practice HIV preventive action in Malaysia?

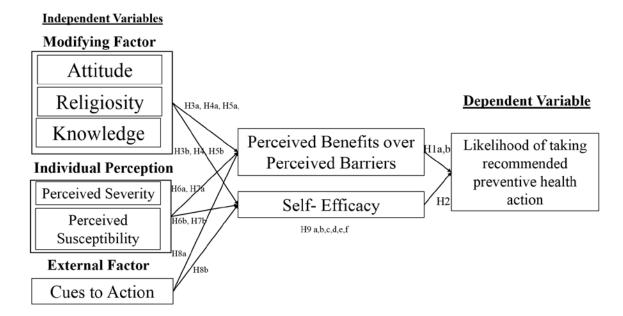


Figure 1.0 – Health Belief Model Conceptual Framework

Methodology and Results

The main target population of this preliminary study comprised ordinary Malaysians (aged 18 and above) living in the urban areas of Kuala Lumpur and its surrounding vicinities with the intention to investigate the perceptions of susceptibility and/or the seriousness of health status through messages that encourage attitudes towards safe sex. A minimum sample size of 84 was derived from the specified number of variables in the model with a medium effect size of 0.15 and power of 0.80 (Cohen, 1988). Hence, a total of 243 respondents participated in a questionnaire developed from this model. Indicator items met all structural equation model criteria, i.e. discriminant validity and reliability (Hayes & Preacher 2014) using SPSS analysis tool.

Our results show that Individual perceptions of perceived severity (β =0.138) and perceived susceptibility (β =0.280) including cues to action (β =0.282) were found to be significantly related to perceived benefits over perceived barriers. Also, modifying factors of knowledge (β =0.1), individual perceptions of perceived severity (β =0.109) and perceived susceptibility (β =0.247) and cues to action (β =0.368) were found to be significantly positive to self-efficacy. In addition, self-efficacy and perceived benefits over perceived barriers significantly mediates individual perceptions and cues to action in likelihood of taking recommended preventive measures.

The results imply that religiosity and knowledge are not strong influencers for understanding HIV issues and safe sex practices. Rather self-efficacy mediates most important variables in the Health Belief Model to engage strong positive behaviour and attitude towards HIV in Malaysia. This shows that while religion may be used as a coping mechanism for individuals to manage HIV (Shaw et al., 2018), it does not necessarily counter the stigmas nor the poor knowledge associated with HIV/AIDS. Additionally, self-efficacy [i.e. ability to reach health goal setting behaviour] (Bandura, 1986) can be used as a tool by the health system to guide HIV health prevention practices.

Implications for Theory and Practice

The social setting in Malaysia is such that religious and cultural taboos often exert strong influence on sexual practices (Sern & Zainuddin, 2014; Shaw et al., 2018). This study adds to the gap of the targeted MSM and sex workers qualitative work of Shaw et. al. (2018) and Sern & Zainuddin's (2014) of Muslim couples focused interviews by religious authorities in Malaysia. This study provides a wider understanding of sexual practices and health beliefs capturing the diverse multi-cultural demographic perception thereby enhancing the possibility of creating more impactful messages that caters to a wider group. While the Health Belief Model has provided an in-depth understanding about health related behaviour, its application may not be fully utilised within the cultural context of Malaysia. Therefore, this study also unveils new perspectives on health related behaviour in view of cultural nuances and culturalcentric behaviour. In doing so, the health system can use this understanding to provide targeted health care services for those with HIV within unique socio-cultural settings.

From a practical standpoint, it is crucial for social marketers to formulate impactful positive messages that mitigate the stigmas surrounding sexual practices in Malaysia. Additionally, messages of hope, self-belief and self-worth in a non-judgemental framework can promote selfefficacious behaviour (i.e., Bandura, 1986; Tran, 2019) which translates into better HIV cues to action. While social marketing media messages can be an effective tool for promoting health behaviour change (Carins & Rundle-Thiele 2014), a co-creation design of messages involving the active participation of the key affected populations, professionals and policy makers, medical practitioners and educators are necessary for effective and sustainable HIV/AIDS intervention and preventative programs in Malaysia (Shaw et al. 2018: Trang 2019).

Currently, there is also a lack of understanding and empathy towards people living with HIV (PLHIV) and other key affected populations by health service providers, causing poor service delivery for PLHIV (Tran 2019). The key affected population hence have negative perceptions about such services leading them to avoid using them, thus increasing HIV related risks (Sern & Zainuddin, 2014). Therefore, work needs to begin together with the affected community by first decriminalising and destigmatising these populations either through education or more pragmatic positive communication (i.e. social media messages), so that knowledge and training can be introduced at all levels of the healthcare system to create a safe, comfortable and nondiscriminative environment to encourage HIV/AIDS preventative action (Tran 2019). It is imperative for the health system to work together with community centres, religious bodies and the education system to introduce initiatives which debunks the stigmas and myths surrounding sexual practices and HIV/AIDs in Malaysia.

The use of social marketing concepts to introduce health behaviour change in Malaysia will be an important step taken by the health system and policy makers to influence the use of proper HIV services. However, in order for these changes to take place it is vital for the health system and the relevant stakeholders (e.g. NGOs) to utilise information and knowledge provided by research findings such as this to create beneficial approaches to tackle HIV related issues. The work of non-government organizations such as PT Foundation Malaysia (i.e TakeChargeToday campaign (PT Foundation, 2019) is one such example which should be supported by the government. More importantly, policies and health initiatives must also be viable, effective and sustainable so that its impact brings enhanced value and social good to a given community (Carins & Rundle-Thiele, 2014). These strategies can therefore be used as a platform to bring about new concepts, new policies and a new direction through "Winds of change" to effect policy makers and society to better manage and control HIV/AIDS in unique settings such as in Malaysia.

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Male behaviour change: Masculinities, participation and social systems

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Abstract:

Australian males across a broad range of cohorts are highly resistant to health and social marketing messages and, perhaps relatedly, overrepresented across an array of health problems and social issues. Yet conventional social marketing campaigns targeted at men are often poorly conceived and executed, either mischaracterising or misunderstanding identified characteristics of men's health, knowledge and information seeking behaviours. Male target groups are especially unresponsive, even actively resistant, to social marketing messages they feel threaten their autonomy, question their capacity or diminish their competence, radically inhibiting the possibility of broad attitudinal and behaviour change. To address this stubborn problem, we propose that social marketing campaigns must innovatively combine more nuanced presentations of gender – presenting masculinity as plural and changeable – increased target group participation throughout, and a multi-layered social systems engagement approach to support meaningful attitude and sustained behaviour change.

Keywords: social marketing, masculinity, social systems, social advertising

Introduction and Research Aim

This paper aims to counter well-documented societal failings to encourage and sustain positive male behaviour change. Males across a broad range of cohorts in Australia are often highly resistant to attitude and behaviour change campaigns (Brennan, Donnar, Parker, & Alessi, 2018). This is particularly concerning given that Australian males are overrepresented across an array of health problems and social issues, including as suicide victims, in drownings, as domestic violence perpetrators, in substance abuse, and in radicalisation to violent extremism.

Compounding this, conventional health and social marketing campaigns are often poorly conceived, targeted and executed (e.g. Brennan et al., 2018; Fleming, Lee, & Dworkin, 2014). The identified characteristics of men's health, knowledge and information-seeking behaviours are commonly mischaracterised and misunderstood, either narrowly focused on individuallevel change, presuming mere awareness can lead to spontaneous and self-directed change, or presenting gender as binarized. Consequently, male target groups are either unresponsive to, or even react against, the messaging (Brennan et al., 2018; Fleming et al., 2014). This project reviews the identified issues involved with communicating behaviour change messages to men and then proposes five broad tenets for improving social marketing campaigns targeted at male cohorts.

Background

Though the distinction between gender and sex is well-established in the humanities and social sciences, marketing and consumer researchers often use the terms interchangeably and overlook valuable recent work done on gender in marketing research (Arsel, Eräranta, & Moisander, 2015; Bettany, Dobscha, O'Malley, & Prothero, 2010). Sex and gender are often reduced to an overly simplistic dichotomous variable such as male/female or masculine/feminine in contemporary marketing (Arsel et al., 2015; McKeage, Crosby, & Rittenburg, 2017). However, these binary categorisations can be problematic (Arsel et al., 2015; Holt & Thompson, 2004) or experienced as exclusionary (McKeage et al., 2017). While there has been considerable growth in research relating to gender issues in marketing and consumer research in recent decades (Arsel et al., 2015; Bettany et al., 2010; Branchik & Chowdhury, 2012; Hearn & Hein, 2015), there remains a relative dearth of research in social marketing (Gurrieri, Brace-Govan, & Previte, 2014; Gurrieri, Previte, & Brace-Govan, 2012), especially on men and masculinities. We believe that social marketing's objectives to foster behaviour change and effect social change can greatly benefit from such gender research.

Typical social marketing campaign approaches often either narrowly focus on individual-level (including peer group) behaviour change or presume that awareness will lead the target male cohort to spontaneous and self-directed behaviour change (Brennan et al., 2018). They typically motivate individuals to voluntarily change (Gordon, Carrigan, & Hastings, 2011). Yet, choice is not always about choosing between equals, and a greater consideration of this is needed to understand individuals' responses and resistance to social marketing campaigns (Gurrieri et al., 2012), particularly when it comes to wicked problems related to men. Many of these wicked problems are habitual in basis and therefore require more than individual behavioural interventions (Koch & Orazi, 2017).

Although social marketing actions are largely micromarketing in nature they affect the whole of society—even if/when not intended—and may run contrary to larger political goals or social justice objectives. For instance, Fleming et al. (2014) critique the gender-reinforcing language of public health campaigns that perpetuate, unintentionally or otherwise, idealised types, standards and norms of and for males. Their analysis of an American STD health campaign,

Man Up, shows that social programming discourse that narrowly reify hegemonic types, expressions or standards of masculinity negatively impact the health of men and women, even when achieving the immediate, short-term goals of the campaign. Marketing's reliance on gender binaries adversely affects all consumers through the promotion of unrealisable ideals. Further, marketers continue to "create a dynamic where consumers perceive that they can (and should) literally buy into aspirational identities and lives" (Fleming et al. (2014, p. 1033). (Fleming et al., 2014, p. 1031) advocate an "intervention on masculinities", arguing that because very few individuals feel they measure up to such ideals such a failed approach still "opens up possibilities for marketing and behavior change interventions" to effect improved health (Fleming et al., 2014, p. 1033). Answering calls for social marketing to engage more fully with a macromarketing societal agenda (Gurrieri et al., 2012), we additionally believe social marketing campaigns need to more fully incorporate macromarketing principles, especially in the context of ideological work.

Recognising that the behaviours adopted by individuals are dynamic, influenced by environments and social norms (both actual and perceived), corresponding social marketing campaigns need to go beyond individually-focused communication (Brennan, Binney, Parker, Aleti, & Nguyen, 2014; Gurrieri et al., 2014). This means that the use of communication tools in isolation in health and social marketing campaigns is insufficient to encourage difficult to reach and persuade male target audiences to change deeply-held attitudes or long-practiced behaviours. To address this stubborn social (marketing) problem, we advocate the adoption of a broader, holistic social systems approach that incorporates a consideration of the overall behavioural eco-system (Brennan, Previte, & Fry, 2016).

The process of inducement does, however, need to carefully accommodate change, especially in typically resistant audiences, if that change is to be meaningful and sustained. This has been particularly evident in the agitated reception of the recent Gillette campaign, "We Believe: The Best Men Can Be" (2019, https://bit.ly/2CkZRQX). Gender research in social marketing on men and masculinity requires urgent attention, but social marketers must also more greatly involve target cohorts in campaign design, implementation and evaluation.

Project Approach and Implications

This ongoing project uses an innovative combination of contemporary understandings of gender and social marketing theory to address this stubborn social problem. The project will use an iterative research method to develop, test and refine a holistic social systems approach to the social marketing process in collaboration with identified male cohorts and project partners, including non-profit organisations, government, and advertising and media agencies.

We propose five broad tenets for improving such social marketing campaigns targeted at male cohorts and propose that campaigns must adopt a more nuanced understanding of gender that:

- 1. Decouples biological sex and gender in social advertising, in order to:
- 2. Present masculine identity as changeable and plural (i.e. as masculinities), in order to;
- 3. Ensure proposed change preserves senses of autonomy, capacity and competence.

Additionally, social marketing campaigns must adopt a:

- 4. Broader social systems approach to support *meaningful and sustained* attitude and behaviour change, and;
- 5. Genuinely participatory, consumer-led approach to designing, implementing and evaluating the communication to induce attitude and behaviour change.

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'Declare or dispose" - Biosecurity compliance through behaviour change

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Abstract:

Biosecurity New Zealand's Border Compliance Social Marketing programme aims to change behaviours of international visitors to New Zealand. This is to help protect the country's horticultural and agricultural industries, as well as native flora and fauna.

It encourages travellers to leave potential biosecurity risk items at home, or declare them to border staff or dispose of in amnesty bins at New Zealand's airports on arrival. It also influences local communities to advocate biosecurity practices to family overseas on Biosecurity NZ's behalf.

Aimed at visitors with the highest risk, the programme uses a range of interventions through the traveller's journey to New Zealand. It is underpinned by social marketing theory, customer journey mapping, quantitative research and contextual interviews.

The programme has delivered a significant reduction in the number of passengers being caught with prohibited items, has influenced behaviours in packing bags before travel, and declaring items for inspection on arrival in New Zealand.

Keywords: Behaviour change, compliance.

Why do consumers buy more than needed?

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Abstract:

Consumers often invest in more capacity than they need: they buy homes with too many rooms, cars with too many seats, and more food than they can eat. Numerous negative financial and environmental consequences arise due to this over-investment in capacity. We develop a novel online game capturing many of the elements associated with a consumer's capacity purchase decision. Observations from our game demonstrate that people do over-invest in capacity and, as a result, fail to maximize. The degree of capacity over-investment depends on the actual as well as the perceived shape of the demand distribution. The results have theoretical implications for loss aversion, forecasting errors, anticipated regret, and mental accounting. We discuss practical implications for encouraging consumers to reduce overconsumption and, thus, waste.

Keywords: Overconsumption, judgment, decision-making.

Food saints and sinners

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Abstract:

Young adults today have low levels of engagement towards their health and may not see the importance in adopting healthy eating habits at this stage of their lives. Using the principles of digital ethnography through online conversations, this paper presents insights into young adults' beliefs and attitudes towards healthy eating. Thematic analysis of young adults' online discussions about food and health related topics identified a typology that was informed by religious metaphors, particularly from Christianity. Findings show that there are different types of young adults with varying beliefs about healthy eating. Some are both aware of and interested in the issues but do not put healthy eating behaviours as a current priority (person in the pew). Other young adults practice and believe in the message of healthy eating (saints), whilst some oppose these messages and are not motivated to make changes (sinners). Understanding their beliefs towards healthy eating may help inform health professionals how to better engage with young adults via social marketing strategies.

Keywords: healthy eating, young adults, typology

Going viral? Tobacco placement in YouTube

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Abstract:

Social media platforms such as YouTube provide largely unregulated opportunities for covert tobacco product placement that immerses viewers in evolving narratives and surrounding fancreated material. A Winfield Blues product placement appeared in series 3 of *The Big Lez Show*, a 'crude comedy', DIY animation web series that has garnered over 70 million views. We used a netnographic approach to investigate how the on-line fan community generated multiple paratexts that surrounded the original content, provided opportunities for brand cocreation in online fan forums, and integrated tobacco brands in everyday life. *The Big Lez show* linked "Winnie Blues" to seemingly authentic virtual content, including memes, merchandise, discussion groups and even smartphone apps; this integration of "Winnie Blues" into popular culture raises important questions about how social media amplifies tobacco product placement.

Keywords: Tobacco Control; Social Media; Videography.

Introduction and Research Aim

Although many countries no longer allow traditional media to feature tobacco advertising, social media have provided the tobacco industry with largely unregulated opportunities to undertake direct brand marketing as well as covert product placement (Freeman & Chapman, 2008; Richardson, Ganz & Vallone, 2015).

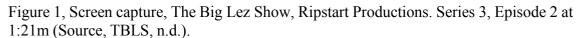
The aim of this study is:

Given the strong relationship between exposure to tobacco marketing and risk of smoking initiation, we explored how contemporary entertainment uses social media platforms to create *immersive contexts that undermine tobacco control policies*.

Background and/or Conceptual Model

Unlike traditional media, social media promote communication in multiple directions, thus offering high reach, particularly among youth (Freeman, 2012). The diverse connections made possible by social media platforms support creation of user-generated content and the rapid uptake, use and embellishment of co-created brand identities. The speed and spread of social media content may undermine smokefree initiatives, circumvent policies put in place to ratify the Framework Convention on Tobacco Control (WHO, 2003), and threaten reductions in smoking uptake among young people.

Tobacco companies' use of social media platforms has been well-documented but few studies have examined how co-created content has been used to promote specific brands. The Big Lez Show (TBLS) epitomises the use of a fan base to develop, share proselytise brand imager. A 'crude comedy', DIY animation web series created by Jarrad Wright, Izak Whear and Tom Hollis, TBLS first aired on YouTube in July 2012. Based in a fictional Australian town, TBLS chronicles the day-to-day lives and adventures of Big Lez and his mates Sassy, Donny and Mike Nolan and, to date, has run for four seasons. The show quickly gained cult status followed by mainstream popularity; including a spin-off series commissioned by Comedy Central Australia. By June 2018, The Big Lez Show YouTube channel had over 70 million views, with each episode averaging 1-2 million views (Wright, Hollis & Whear, nd). In Episode 2 of series 3, a character (Mike Nolan) delivers a talking heads pitch to camera in his bid to be elected local councillor. When asked to describe his favourite possessions, he evangelises the Winfield cigarette brand whilst denigrating Marlboro Reds. This scene was the first brand name or placement in the show (see Figure 1).





Methodology

We used a netnographic approach that adapts the traditional, in-person participant observation techniques of ethnography to investigate the "Winne Blues" on-line fan community and associated paratexts (Kozinets, 2015). Specifically, we conducted a frame- by-frame analysis of the most pertinent 12 minutes and 5 seconds of animation, and 250 pages of paratexts. As an interpretive research method, netnography adapts traditional, in- person participant observation techniques used in ethnography and applies these to the study of social interactions that occur in on-line environments. Search strategies commenced with ubiquitous search engines (Google) and were refined by using shared links circulated within fan communities. Data include textual and pictorial evidence (such as memes, photographs and consumer created content) and associated social media discussion captured from these sites. All sites were in the public domain on Instagram, Facebook, Redbubble and NIdeo; no material was sourced from closed communities. All data were systematically examined using a hermeneutic and iterative approach commensurate with netnography (Kozinets, 2015).

Results and/or Discussion and Contributions

TBLS character in question, Mike Nolan epitomises the series' core counter-cultural values by using humour to reveal a blue collar "underbelly" of Australian society, and to expose and rebut top-down moralising forces. Yet the series is not merely an opportunistic product placement for British American Tobacco Australia (BATA); it uses immersive engagement that links "Winnie Blues" to seemingly authentic virtual content, including memes, merchandise, discussion groups and even smartphone apps. These paratexts surround the original content and provide opportunities for brand co-creation in online fan forums where anonymity is usual, opinions accepted at face value, and no disclosure of conflicting interests are required. Data include uploaded photo-shopped memes and social media images that illustrate how community members created content linked to tobacco, such as the careful insertion of Mike's "Winnie Blues" catchphrase on a screen capture from TBLS. Discussion demonstrates how fans create content referencing smoking (specifically the Winfield Blues brand) in an immersive and sharable form, including children's Halloween costumes and adult clothing, such as a 'home-made' t-shirt displaying Mike Nolan's catch phrases and a Winnie Blues packet in TBLS style. On Instagram, #winnieblues has over 1600 images, referencing TBLS content.

Implications for Theory and Practice

In summary, whether deliberately placed or not, Winnie Blues and Mike Nolan reach a large youth audience, many of whom have glorified TBLS content by endorsing, recreating and incorporating it in their everyday lives. Yet, policy responses are not straightforward, given the rapid evolution of social media platforms and the technologies supporting these, and the difficulty of anticipating the varied tactics used (Richardson, Ganz & Vallone, 2015).

Nonetheless, regulatory responses could ensure site owners incorporate tobacco in their webmaster guidelines, thus reducing engagement opportunities that increase the risks of smoking experimentation and subsequent addiction. Site owners allowing tobacco imagery could also be required to demonstrate their sites do not reach those under the age at which tobacco may be legally purchased. More creatively, there is a rich history of "culture-jamming", where health advocates expose and denormalise industry practices (Forsyth & Malone, 2010). Rather than attempt to constrain tobacco companies' behaviour, it may instead be time to use a youth-led counter-cultural movement to expose covert tobacco marketing.

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Extent of theory use: A systematic review of food waste reduction programs

Jeawon Kim, Griffith University Kathy Knox, Griffith University Sharyn Rundle-Thiele, Griffith University

Abstract:

Food waste is a global issue costing individuals and communities, and harming our environment. To understand how food waste can be reduced we need to understand what works, when, where and why. Theory can serve as a roadmap to follow and assessing the extent of theory use is needed to examine progress in the field. The two aims this study were to; 1) identify the extent of theory use reported in studies aiming to change household food waste behaviours, and 2) analyse the extent that theory was applied. A systematic literature review of published studies concerning household food waste behaviour was conducted. Nine (out of a total of 23) theoretically informed programs were analysed using the theory coding scheme (TCS) developed by Michie and Prestwich in 2010. Overall, poor application and testing of theory in food waste reduction programs were observed. This study indicates there is considerable room for improvement in theory reporting to indicate clearly how theory is applied to reduce household food waste behaviour.

Keywords: Food waste, program, theory, systematic review.

A gamified approach to promoting empathy in children

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Abstract:

This proof of concept study evaluates the impact of a gamified social marketing pilot program designed to increase children's empathy and empathic behaviour. The research adopted a mixed method research design underpinned by Social Cognitive Theory. First, pre and post program surveys (n=364) assessed effectiveness using paired samples t-test. Second, qualitative data included observations by two facilitators, questions during program implementation and a feedback activity at the end of the program. A thematic analysis was undertaken to examine the data and detect meaningful insights. Quantitative results showed children's affective empathy and empathic behaviour outcome were improved following the pilot program. However, no effects were observed for cognitive empathy and social norms. Three major themes emerged from the qualitative data: developmentally appropriate design, user experience, and game design. This paper provides initial evidence for the application of gamification to increase empathy in children.

Keywords: Social Marketing, Gamification, Empathy.

New career, big change: Healthy eating by early career personnel

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Abstract:

Young adults typically experience a high degree of disruption and change, which destabilises previous behavioural patterns and allows new patterns to form. Military trainees are young adults undergoing personal change as they commence both a new career and lifestyle. Understanding eating behaviour and behavioural influences in this group is critical for the development of strategies that encourage healthy eating to support performance in a physically and mentally demanding role. Motivation can provide the drive to eat well, but other factors influence whether motivation translates into action. This study surveyed trainees from two entry pathways (n=417), examining eating habits and motivations or reasons for current eating behaviour. Healthful eating varied between groups, and whilst personal motivations for eating were similar, the influences on eating behaviour differed between the groups, and stretched beyond individual factors. This underscores the need to address the influences that surround young adults that are undergoing a disruptive life transition to ensure strategies are effective.

Keywords: Social marketing, healthy eating, motivation

Rethinking travel modes: A call to action for the marketing community

Bo Pang, Griffith University James Durl, Griffith University Sharyn Rundle-Thiele, Griffith University Bruce James, Griffith University Alex Scodellaro, Griffith University

Abstract:

Serving as a call to action for the marketing community this review update examines approaches applied to change travel behaviour. Car travel dominates travel, and this is detrimental to people's health and the environment. This study explores potential for extended application of marketing. Using the method of systematic literature review, a total of 56 Voluntary Travel Behaviour (VTB) programs were identified and analysed. VTBs have been successful in effecting meaningful travel behaviour change and there is room for improvement given information provision remains the dominant "soft" approach. Other approaches including motivators such as incentives, social activities and personalised travel planning, show better outcomes and these can be delivered by the marketing community who are expert in repositioning travel modes to enhance appeal. An increased focus on VTB can improve people's health and deliver environmental improvements and marketing should be taking a lead to deliver a better world.

Keywords: travel behaviour, marketing, environment, health

Winning heart and minds? Or catching the eye and cueing choice?

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Short Abstract:

Today's food environment is increasingly recognised as driving unhealthy dietary patterns, as it provides conditions that facilitate poor dietary behaviour. Eating decisions are made frequently, and routinely, often with little cognitive awareness, reacting to cues found in the surrounding environment. Until now, interventions to improve dietary behaviours have focused on over-riding reactions to the environment; and are dominated by techniques that involved cognitive effort, such as education, goal setting and self-monitoring. The development and testing of cognitively-light strategies to stimulate healthful eating behaviour is an under researched area, and would be a worthwhile extension to the social marketing toolbox.

Keywords: Social marketing, salience, food choice

Stakeholder involvement in social marketing program design

James Durl, Griffith University Timo Dietrich, Griffith University Ben Williams, Griffith University Sharyn Rundle-Thiele, Griffith University

Abstract:

Interactive and engaging school-based social marketing programs are more effective than traditional didactic teacher delivered programs. How such programs can be developed and delivered as effective online learning experiences is less known. Teachers function as one important stakeholder group that is essential throughout the design and implementation process, given they serve as gatekeepers who select programs and can impact fidelity. The current study outlines how teachers contributed to the design of an online social marketing program. Twenty Health and Physical Education teachers participated in one of three 90-minute co-design sessions. Practically, clear preferences and important considerations for program development and implementation were provided by teachers. These became priority considerations for the program developers for an online school-based social marketing program addressing adolescent alcohol consumption.

Keywords: Teachers, co-design, alcohol

Fighting resistance: Challenges for decreasing alcohol consumption

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Abstract:

Evidence shows that social marketing and public policy efforts to initiate a cultural or behavioural shift related to alcohol consumption are met with resistance. Despite its importance and implications for the effectiveness of social marketing interventions, existing studies provide limited insight into the complex drivers behind resistance. To address this gap, this ethnographic study investigates the nature and significance of consumer resistance to alcohol interventions, and contributes to social marketing literature by broadening the parameters within which behavioural change is studied. We identify three interrelated sources of resistance to alcohol interventions: forced imposition of change; social normality and cultural bias; and cognitive rigidity. These insights can be applied in a behavioural change context by informing future efforts focused on reducing alcohol consumption. This contribution is valuable in light of recent evidence that most social marketing and public policy interventions fall short of achieving a sustainable change in behaviour.

Keywords: alcohol consumption, consumer resistance, social marketing

Introduction and Research Aim

A rite of passage, a confidence-builder, a sedative, a thirst-quencher, a symbol of sophistication, social status and self-identification – the social pressure to consume alcohol in Australia has been said to create a "culture of intoxication" (Szmigin et al., 2011) that glorifies and normalises heavy alcohol consumption. Despite growing concerns about alcohol-fuelled violence in the community and swelling evidence demonstrating the nature and extent of alcohol-related consequences (see for example, Thombs et al., 2009; Hingson, Zha & Weitzman, 2009), counter-messages advising people to "drink responsibly" are not proving an easy sell to a heavy-drinking public. Existing research has identified a gap between increasing people's awareness of risk-related consumption practices and resulting behaviour change (Cherrier & Gurrieri, 2013; Griffin et al., 2009; Szmigin et al., 2008; Verplanken & Wood, 2006), indicating that efforts to initiate a cultural or behavioural shift are met with resistance. This consumer resistance has posed a serious challenge for social marketing and public health interventions concerned with the prevention and alleviation of harmful drinking behaviour, yet the nature and determinants of resistance remain under-investigated (d'Abbs, 2015). To address this limitation, this ethnographic study explores resistance to social marketing and public policy efforts by observing the origins and development of resistance to alcohol interventions, the resultant forms of resistance, as well as the micro and macro-social environment in which this consumer response occurs. The aim of the study is to understand and conceptualise the nature and significance of consumer resistance to social marketing interventions in the context of alcohol. The insights of the study can be applied in a behavioural change context broadly, and by informing future social marketing interventions and public policy focused on reducing alcohol consumption. This contribution is valuable in light of recent evidence that most social marketing and public policy initiatives fall short of achieving a sustainable change in behaviour (Laverack, 2017).

Background

Consumer resistance to alcohol-related public health measures was recognised nearly 60 years ago, when Lemert (1962/1991) identified that efforts to change people's alcohol consumption behaviour were likely to provoke resistive responses. Although more recent studies have also acknowledged the presence of resistance to alcohol control measures (see for example Lindsay, 2000; Harrison, Kelly, Lindsay, Advocat & Hickey, 2011; Measham, 2006; Hallett, McManus, Maycock, Smith & Howat, 2014), despite its importance and implications for the effectiveness of social marketing interventions, the drivers behind resistance have been a "neglected part, and when not neglected, poorly understood" (d'Abbs, 2015, p. 126) in this field of academic research. D'Abbs (2015) notes that the lack of research exploring the causes of resistance to alcohol interventions is explained by the fact that, resistance as an everyday practice is likely to be invisible to much social research - particularly two of the most preferred styles of social research involving statistical regularities or analysing texts as part of discourses. The author calls for the phenomenon to be studied using an ethnographic approach that combines extended observation in natural settings where the behaviour takes place, in-depth interviewing and documentary sources (D'Abbs, 2015).

Methodology

This study comprises of an exploratory multi-method ethnographic design to capture fresh and unexpected insights into consumer resistance and counter-consumption of alcohol in natural settings (Hammersley & Atkinson, 2008; Wells, 1993). The alcohol consumption practices and behaviour change of 25 young Australian informants between the ages of 18 – 28 were investigated over a 24-month immersive study. All informants participated in semi-structured interviews, participant observations and informal interviews. We combined this multi-method approach with selective member-checks and constant comparative analysis to enhance the

trustworthiness of the data (Wallendorf & Belk, 1989). The data was analysed using an inductive approach (Corbin & Strauss, 2008) in line with the study aims and the emergent state of literature (Edmondson & McManus, 2007). A discovery-oriented approach was incorporated to further broaden the scope and emerging phenomena (Wells, 1993).

Results

Our study reveals three emerging interrelated sources or triggers of resistance to alcohol-related social marketing interventions:

- 1) Forced imposition of change: Interventions are often designed to "force" a consumer to change a behaviour, which triggers the individual to resist the "solution" (Chadda & Chatterjee, 2018). Our research found that consumers do not like when idealised behaviours are imposed on them, thus responded by resisting the social marketing efforts in order to protect or defend their initial behaviour.
- 2) Social normality and cultural bias (individual's social identity): One of the most interesting findings of this study provided insight into the value paradigm reflected in social marketing behaviour change that is oppositional to the 'dominant cultural norm' of symbolic consumption and excessive drinking. The response to this value paradigm uncovered a much more extreme form of resistance expressed as a counter-consumption, where some consumers were found to go beyond resistance to exhibit rebellious behaviour by increasing their initial consumption to reinforce their social identity and exert their self-determination.
- 3) *Individual cognitive rigidity:* The imposed attempts to change a behaviour so deeply embedded in the cultural and social identity of consumers were found to trigger an increase in consumers' cognitive rigidity and closed-mindedness, making them less willing to accept and adjust to the new consumption behaviour.

These findings show that the relative ineffectiveness of social marketing initiatives was reflected in the efforts that failed to address the cultural setting that normalises drinking and entrances alcohol consumption in consumers' identities, thus the attempts to change this culture while treating the consumer as a passive recipient resulted in an act of defiance.

Implications for Theory and Practice

This study develops an understanding of the nature and determinants of resistance to social marketing initiatives related to alcohol consumption by identifying factors that drive this phenomenon. We contend that an understanding of the sources behind resistance can inform the design of more effective and sustainable social marketing interventions that achieve the intended goals despite the culture that glorifies alcohol consumption. Specifically, the insights derived from our findings confirm that instead of imposing an 'ideal' drinking behaviour, social marketers and public health promoters need to design a policy framework that creates a more supportive environment that enables consumers to empower themselves (Laverack, 2017) to make smarter alcohol consumption decisions. Given that individuals' alcohol consumption does not happen in isolation, but it is embedded into a cultural and social context of values and norms, social marketers should seek to influence behaviour by altering perceptions of what is considered 'normal' drinking behaviour. We suggest the need for campaigns that, besides challenging the acceptability of intoxication, aim towards normalising anti-consumption behaviour by building drink refusal skills at both the individual and social level. The study does not propose this as a 'one size fits all' solution. Rather, combined with considerations of individual's openness to change, self-efficacy, and level of resistance to social marketing efforts, we argue that more research is needed to explore how interventions could work and for whom they may work, in order to assist in designing more effective targeted social marketing solutions based on the intensity of triggers that drive resistance to alcohol interventions.

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Behaviour change through gamifying social marketing

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Abstract:

Using Weinreich's (2014) Immersive Engagement Model (IEM) for behaviour change, this paper provides an analysis of its use in social marketing gamification. The IEM is based in transmedia storytelling and narrative transportation making it ideal for use with gamification. However this study, in reviewing the most cited pieces of research using gamification for behaviour change, finds that gamification is severely lacking in the use of effective immersion. The results showed that up until now, gamification has been using only one aspect of the social marketing process and in order to achieve behaviour change, it should implement other building blocks and provide a gameful experience rather than a gamified task.

Keywords: Gamification, behaviour change, social marketing.

Introduction and Research Aim

Gamification and serious games can provide a fun and engaging way of accomplishing tasks by tapping into motivational drivers of human behaviour (Robson, Plangger, Kietzmann, McCarthy, & Pitt, 2015). Gamification has been used to influence a variety of behaviours including improving diet (Buller et al., 2009), diabetes management (Priesterroth, Grammes, Holtz, Reinwarth, & Kubiak, 2019), wellbeing (Edwards et al., 2016; Elizabeth et al., 2016), education (Dicheva, Dichev, Agre, & Angelova, 2015), smoking cessation (El-Hilly et al., 2016), alcohol consumption (Mulcahy, Russell-Bennett, & Rundle-Thiele, 2015) and energy consumption (Yam, Russell-Bennett, Foth, Mulcahy, & Marketing, 2017). While a positive initial effect has been reported, long term behaviour change has not been found. It has been suggested that this is because the initial effect is highly dependent on context and gamer (Hamari, Koivisto & Sarsa, 2014).

To improve the long term influence of games, frameworks have been introduced in the computer sciences by Aparicio, Vela, Sanchez, and Montes (2012) and Sakamoto, Nakajima, and Alexandrova (2012). However, both of these guidelines focus on intrinsic and extrinsic rewards, and do not consider social marketing theory. In an attempt to formalise social marketing process and make sure that the social marketing program is going toward its main mission, Weinreich (2014) developed the immersive engagement model for change which consists of five building blocks to ensure change. These blocks include using a behaviour change model, ubiquitous media, including real world action, participatory experience, and good story telling. The model is based in transmedia storytelling and suggests that long term behaviour change can be achieved by using every element of the mode in a social marketing program. It has not been applied to gamification as yet.



Figure 1: Immersive Engagement Model (Weinreich, 2014)

Thereby, the aim of this study is exploratory and seeks:

To review and analyse empirical research in gamification according to the Immersive Engagement Model.

Methodology

A systematic review of the databases was undertaken to find the top cited journal articles on gamification for behaviour change. The inclusion criteria were: Full paper + empirical research + explained methodology and analysis + directly used gamification or serious games in the research + explained the game being used + clearly described behaviour or intention related outcomes. The exclusion criteria used were: Gamification or serious games mentioned but not used in the study + short papers, news, workshop summaries + published in languages other than English. Information sources for this review were: ACM, IEEE Xplore, EBSCOhost,

BioMed Central, ScienceDirect, Scopus and Web of Science. Within each database, a predefined search term was used with the following keywords: ("gamification" OR "serious games" OR "gamify") AND ("behaviour change" OR "behavior change" OR "social marketing" OR "persuasive" OR "transformative"). After a multi-screening process 18 papers remained for full text analysis.

Results

Of the 18 studies, less than 50% reported positive short term or partial behaviour change and real world action due to implementation of gamification. Just 1 study reported long term behaviour change. No study was observed using more than one media and all of the studies were either on mobile applications or website based gaming; there was a lack of usage of ubiquitous media. A behaviour change model was used in 22% (4 studies) of the studies which all reported at least partial behaviour change. This emphasises the importance of the behavioural model block of the Immersive Engagement Model. Only one article reported long term behaviour change and this used both storytelling and a behaviour change model. Participatory experience was observed in almost all of the studies.

Discussion and Implications

According to the results of this study it seems that up until now, gamification has focused on the participatory experience aspect of the Immersive Engagement Model to improve the effectiveness of gamification interventions. This block has been improving over time as new technologies, gadgets, sensors, etc become available. However, the results of this study suggest that if more of the model's blocks are used in gamification interventions, the more positive outcomes have been reported.

One limitation of this research is its focus on the most cited papers in each database, which may exclude newer research yet to receive citations. A complete systematic review to confirm the results of this paper is suggested for future research.

The results imply that in order to achieve the ultimate goal of social marketing and behaviour change studies (which is long term behaviour change), more attention should be paid to storytelling, using different kinds of media, and implementing behaviour change theories in gamification exercises. This supports the idea that gamification and serious games are supporter tools and methods of behaviour change rather than enablers. This implies that they will not generate sustainable behaviour change unless they are integrated in a holistic scheme. Thereby, for long term behaviour change, research should provide a gameful experience rather than gamifying an individual task. For instance, the studies that led to behaviour change emphasised transformative stories with characters and different possibilities, and actually tried to provide a situation of imagining a parallel world for their participants within the game (A gameful experience). Those that were less successful gamified an individual task through applying a lot of so-called 'game elements' or the latest technologies like movement sensors or wearable gadgets. These finding are also in line with what Nicholson (2015) defines as meaningful gamification. He suggests that attention should be paid to delivering meaning to participants and providing an experience of play rather than applying a reward based program and adding so-called game elements such as leader boards, badges and points to a task to make it more appealing. In summary, this research provided more insight into the notion of harnessing gamification to be used as foundation and carrier at the service of holistic behaviour change programs rather than downgrading it to a simple definition and some elements and applying them to different situations inadvertently.

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Changing consumer's minds via their (citizenship) mindset

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Short Abstract:

In social marketing, attempts are made to change people's minds, resulting in behaviour change for the better. However, sometimes motivation or resistance to change comes from an embedded mindset. In this paper citizenship perspective is proposed as an embedded mindset, and is explored as a potential lens through which to understand and motivate behaviour change. Three types of citizenship mindset exist: Personally Responsible, Participatory and Justice Oriented. This paper reports the results of two social marketing studies: first, a quantitative study of over 1,000 people which examined how citizenship mindset influenced beliefs around food poverty. Second, a laboratory study examining the influence of citizenship mindset on people's propensity towards prosocial behaviour in a common good scenario (reducing electricity usage to ensure a stable supply for all). Results indicate that citizenship mindset has a significant impact on both beliefs and prosocial behaviour. Implications for theory and practice are provided.

Keywords: social marketing, citizenship, behaviour change

The sandwiches are a changin': Women's health behaviour over time

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Short Abstract:

The paper estimates how *the winds of change* impact the nature of life satisfaction of Australian women aged between 25 and 55 years old (sandwich generations) and preventative health behaviours. The study involves microdata from the Housing Income Labour Dynamics Australia (HILDA) survey panel (a representative national data set) over five years (2013-2017) to investigate the relationships between economic health measures (SF: 36) and health behaviours (smoking, sleep, dieting behaviour, physical activity and alcohol consumption) that contribute to non-communicable diseases. The research uses natural contexts and life shocks (births, deaths and marriages) to study how women's life satisfaction and health behaviours change over time.

Keywords: sandwich generation, health economics, life shocks

Strategic Marketing and Branding

The impact of perceived brand competence on extension product evaluation

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Abstract:

This research discovers brand competence type (operational competence versus conceptual competence) as a new determinant of brand extension success. Four studies with experimental and secondary data demonstrated that brand extension success is jointly determined by consumers' perceived brand competence type and extension distance. The present research then uncovers the mediation mechanisms and identifies the moderator.

Key Words: Brand Competence, Brand Extension, Extension Distance, Psychological Distance

Introduction and Research Aim

Prior research has identified a series of determinants of brand extension success, such as characteristics of the parent brand, relationship between the parent brand and extension product, characteristics of the extension category, consumers' individual differences, marketing context, and communication strategies (Völckner and Sattler 2006). Among these factors, the nature of the parent brand receives a lot of attention. For example, parent brands with high quality (Keller and Aaker 1992), prestige image (Monga and John 2010), or wider brand breadth (Boush and Loken 1991) are found to be more successful in launching extension products. Along this line of research, the current article takes a new perspective to focus on the nature of the parent brand's competence and how different types of brand competence influence brand extension success.

The latest research in developmental psychology has enriched understanding of the human trait of competence from a multi-dimensional perspective (e.g., Schneider and Stern 2010). A new and well-accepted practice is to analyze humans' competence development and state via two dimensions: operational competence and conceptual competence (Canobi, Reeve, and Pattison 2003; Schneider and Stern 2010). Particularly, operational competence is concrete and procedural, which represents the efficient skills applied to solve familiar problems, whereas conceptual competence is abstract and general, which reflects the ability to build connections between different concepts to solve new problems. The present research rides on this trend to examine how consumers' perceptions of the brand's operational competence and conceptual competence systematically affect their attitudes towards the brand's extension.

We propose that consumer attitude toward brand extension is jointly determined by the perceived competence type of the parent brand (i.e., operational versus conceptual competence) and the extension distance through two distinctive mechanisms. Extension distance is based on the similarity or congruence between product features of the parent brand and the extension product (Ahluwalia 2008; Monga and John 2010). In a near extension condition, most of the product features or attributes of the extension product are similar or relevant to those of parent brand. In a far extension condition, there are few overlapping product features between the parent brand and the extension product. We predict that a brand with high perceived operational competence will receive more favorable evaluation for its near extension because consumers will perceive greater transferability of the parent brand's skills to the extension product that shares similar features. On the other hand, we expect that the abstract and general nature of a brand's conceptual competence will enable consumers to see greater brand concept consistency between the parent brand and the far extension, leading to more positive evaluation of the far extension. Furthermore, we propose that shortening consumers' psychological distance perception (Trope and Liberman 2010) through marketing communications can improve evaluations for far extensions.

The aim of this study is:

To investigate the interaction effect of perceived brand competence by extensions distance on the extension product evaluation, as well as the dual mediation mechanism.

We address two research questions in line with this aim:

RQ1: How different types of brand competence influence consumers' evaluation of extension product in near or far extension distance context?

RQ2: What marketing strategies should be adopted to improve the extension evaluation in the far extension context especially for those parent brands lacking conceptual competence?

Conceptual Model

We propose that consumer attitude toward brand extension is jointly determined by the perceived competence type of the parent brand (i.e., operational versus conceptual competence) and the extension distance through two distinctive mechanisms. When the extension distance is near, brands with higher perceived operational competence will receive more favorable evaluations compared with brands with higher perceived conceptual competence. But when the extension distance is far, brands with higher perceived conceptual competence will receive more favorable evaluations compared with brands with higher perceived operational competence. What is more, when the extension distance is near, the effect of brand competence type on brand extension evaluation is mediated by the perceived transferability of technique skills and resources. But when the extension distance is far, the effect of brand competence type on brand extension evaluation is mediated by the perceived brand concept consistency.

We propose that shortening consumers' perception of psychological distance will impact their perception about the distance between the parent brand and the extension products. When consumers see an advertisement with appeals of shortening psychological distance, compared with an advertisement with neutral appeals, a brand with perceived operational competence will receive higher evaluations for a far extension product. The effect of shortening psychological distance on the evaluation of a far extension product for a brand with perceived operational competence is mediated by brand concept consistency.

Method and Analysis

Empirically, the current research uses multiple methods to document the critical role played by consumers' perceived brand competence type in determining the success of near and far brand extensions as well as the underlying dual mechanism. Results from one study using mixed data of a secondary dataset and surveys from the United States (Study 1), and one study with big data from a leading online retailing platform (Study 2), along with two laboratory experiments (Studies 3 and 4), provide convergent evidence that brands with perceived operational competence, compared with brands with perceived conceptual competence, perform better in the near extension and the latter perform better in the far extension. These effects occurred due to the mechanism of transferability in the near extension distance condition and brand concept consistency in the far extension condition respectively. Moreover, Study 4 shows that the limitations of brands with perceived operational competence in far extension can be addressed by using marketing communication strategies to shorten consumers' psychological distance. The brands tested in our studies are from multiple markets such as the United States, Japan, and China. Research participants are from both Eastern and Western cultures. The success of brand extension is assessed by using both attitudinal questions and real sales transaction data.

Results, Discussion and Contributions

The present research contributes to the extant literature and marketing practice in three major ways. First, we provide a new perspective to understand how consumers' perceptions of brand competence affect extension evaluations by bridging research from social and developmental psychology (Schneider and Stern 2010) and marketing (Fiske, Cuddy, and Glick 2007). Accordingly, we document the effects of a brand's perceived operational and conceptual competence on consumer attitudes towards the near and far brand extension. Second, we identify a dual-mediation mechanism of transferability and brand concept consistency to account for the interactive effects between competence type and extension distance, thereby extending understanding of brand extension "fit" (Völckner and Sattler 2006). Third, we identify a theoretically founded and managerially relevant method to improve evaluations for far extensions. Based on construal level research (Trope and Liberman 2010), we use advertisements to shorten consumers' psychological distance perception, which enhance their perception of brand concept consistency and improve their evaluation of far extension products.

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Cigarette plain packaging and brand share changes

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Abstract

When Australia became the first country in the World to implement legislation requiring cigarettes to be sold in plain packs (PP) it became a "dark market" for tobacco brands, that is, there is no public brand promotion at all. Based upon the analogy with the cessation of advertising for brands and research on restricted cigarette brand promotion, propositions are made as to PP's effects on brand shares. These are examined using 4-weekly sales data of 42 brands over a seven-year period covering before and after the introduction of PP. It was found that after PP brand shares became more homogeneous, major brands' market share declined less than minor ones and whether a brand was growing, declining or stable before PP largely influenced its response to PP.

Keywords: cigarettes, plain packaging, brand share

Introduction

Australia was the first country in the World to pass legislation requiring cigarettes to be sold in plain packs (PP). As of December 2012, all cigarette brands were in a uniform pack: same size and shape, a "drab matt brown" colour, brand name in a standard font and graphic health warnings covering 75% of the pack. Many legislative measures in previous years have reduced smoking prevalence including: a ban on Tobacco advertising (1993), health warnings on pack (1995), point-of-sale advertising ban (2002) and graphic health warnings on pack (2006). Substantial tax increases have also been applied with 25% in 2010 and a 12.5% increase to accompany the implementation of PP followed by 3 further annual increases of this amount. Until PP Tobacco marketers had some control over an effective marketing communication tool: packaging. The PP legislation includes that cigarette packs cannot be displayed in retail outlets so that all public promotion of cigarette brands has ceased making Australia a "dark" market" for tobacco (Burton et al. 2015). Branding elements on cigarette packs had been the main marketing communication for them (Ford et al. 2012) and an added value source to consumers (Wakefield et al. 2002) where their distinctiveness helped identify and differentiate competing products and be a driver of choice. There is limited empirical evidence in the literature of sales response to packaging changes, however industry sources suggest it can be influential (e.g. Nielsen 2015).

Research Aim

The market disruption of PP has some parallel with a brand ceasing to advertise for a lengthy period. Split-cable tests of brand advertising ceasing for at least 12 months show no difference in sales for the no-advertising test groups in half the 150 tests ((Lodish et al. 1995; Riskey 1997; Hu et al. 2007; Hu et al. 2009). In tests where there was a significant difference in sales, it was the small/new brands that had greater sales declines compared to big/established brands. Other studies found minimal effects after 8 to 24 months of reduced advertising (Aaker and Carman 1982; Eastlack and Rao 1989.) The US Public Health Cigarette Smoking Act of 1970 banned all cigarette advertising on radio and television with the market becoming more price sensitive but brands that were sales leaders and/or the oldest brands in the category were less affected than others (Holak and Reddy 1986), that is, they had high brand equity which sustained sales. A likely moderating factor on brand share change is the sales trajectory of a brand before PP. Establishing sales tends prior to PP will provide context to any sales change after it: a brand found after PP to have lost share might have been declining before it anyway. In other contexts, knowledge of how growing, stable or declining brands are affected by a major negative market disturbance can aid managers' decision making on marketing budget allocations.

The Aim of the study is to investigate how brand shares have changed after PP.

In line with this aim we address the following *Propositions* that PP will be associated with:

- (a) brand shares becoming more homogeneous, with less disparity between large and small.
- (b) major brands' share will decline less than minor brands.
- (c) a brand's share trajectory prior to PP will largely determine the trajectory post PP.

Methodology

AC Nielsen scanner data was obtained giving retail transaction sales in Australia for 42 brands for the distribution channels, Grocery (supermarkets) and Convenience stores/forecourt retailers, accounting for 72% of total sales. We have unit sales volume (number of cigarette sticks) and average transacted retail prices per brand, for each four-week period from January 1, 2008 to 24 May 2015, a total of 88, 4-week periods. The Agreement

with the data supplier does not allow us to disclose figures for individual brands. For *Proposition (a)* we examined the standard deviation (s.d.) across the top 10 brands, that account for 86% of total sales in 2008, in each of the years 2008 to 2014. For *Proposition (b)* we examined the rate of decline of the average and total brand share of the top 10% of brands and that of the decline in these for third decile of brands, by market share, over the years 2008 – 14. The top decile (of 4 brands) represents strong brands with a total of 64 % market share in 2008; the third decile (collective brand share 3.6% in 2008) represent weak brands. For studying *proposition (c)*, every brand's share at implementation of PP was set as 100 and their shares in prior and post periods indexed in relation to this and share trends examined

Findings

The reduction in variance across the top 10 brands was declining in years prior to PP but between 2012 and the post-PP years 2013-14 there is a significant difference at the 99% level showing that though brand share extremities were reducing, after f PP they became significantly more homogeneous; *Proposition (a)* is therefore supported.

The total brand share for the top 10% of brands in 2012 was 58.7% and in 2014 it was 50.2% making the decline after PP -14.5%. The equivalent measure for the 'weak' brands was a decline of -44%. *Proposition (b)* is therefore supported as the major, 'strong' brands declined significantly less, at the 99% level, than a group of 'weak' brands.

Those brands with declining shares before PP continued to decline afterwards but their shares became more homogeneous with less variance between them. Most growing brands had very modest growth in share before PP which continued except for 4 out of the 12 brands whose shares grew on average by 250% over 2013-14. The brands whose shares were stable before PP all declined afterwards. *Proposition (c)* is therefore largely supported

While the overall cigarette market declined post PP, the sub-categories declined at different rates with a shift in competition in them. The retail industry classifies brands into Premium, Mainstream and Value, largely based upon price and prestige (Scollo and Bayly 2019). The market share of Value brands had been steadily increasing at an average of 0.6 percentage points from 2008 to just before PP. After PP, their collective share increased two-fold at an average of 1.1% per year up to 2014. So-called Mainstream and Premium brands were losing share to the Value brands and continued to, as shown in Table 1.

Subcategories	Dec 2008 – Oct 2012.	Nov 2012 – Aug 2014.
	Mean MS% (change in % pts)	Mean MS% (changes in %)
Mainstream	52.2 (-0.2)	43.8 (-0.8)
Premium	15.7 (-0.3)	13.2 (-0.7)
Value	32.1 (+0.6)	43.0 (+1.1)

Table 1. The percentage changes of average market share for sub-categories of cigarettes

Implications for Theory and Practice

The study confirms that branding elements on a pack are influential for brand share when other forms of marketing communication are missing and building a strong brand can help (a) mitigate the effects on share if a major market shock occurs or even, (b) taken advantage of.

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Under pressure: Examining children's brand community participation

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Abstract:

The desire to be accepted by peers influences children's actions, including their behaviour in groups and communities. Developmental psychology research suggests children are susceptible to peer pressure and the effects of subjective group dynamics. This paper examines the effect of peer pressure on children's brand community participation desire, drawing upon research from developmental psychology and marketing. Australian children (n = 450) participated in one of three experimental studies to assess the impacts of peer pressure, fear of social exclusion and age on participation desire. Peer pressure had a significant impact on participation desire through influencing fear of social exclusion, however, the effect was found to be dependent on the child's age. This research presents useful insights for parents, academics and practitioners regarding child-oriented brand communities and the implications regarding brand community participation for younger children, who can be pressured into brand community participation, out of fear of being left out.

Keywords: Brand Communities, Peer Pressure, Social Exclusion

Introduction and Research Aim

The desire to be socially accepted by peer groups is a primary driver of children's choices (Rodhain & Aurier, 2016), with experiences, actions, self-identity and brand choices all influenced by peers (Pollard, 1985). The strong influence of peers has resulted in some countries, including the UK (CAP, 2012), introducing legislation which regulates peer-to-peer marketing, whereby children are enlisted by brands to encourage their peers to engage with brands (Schor & Ford, 2007). Brand communities are arguably a form of peer-to-peer marketing, whereby peer-to-peer interaction is encouraged (e.g. communication between members). This marketing technique is ultilised by brands including Disney and Lego, with millions of active child-users in their respective communities (Club Penguin Online, 2019; LEGO System A/S, 2017). Extending on current knowledge that peers sway brand choices, this research introduces peer pressure to the area of child-oriented brand communities. Drawing from developmental psychology and subjective group dynamics theory, it is proposed that perceived peer pressure is a driver of children's brand community participation. Peers are an essential part of a child's social development (Haun & Tomasello, 2011), and when a child goes against the behaviours and actions of their social group, they risk social exclusion (Abrams et al., 2017). The current study seeks to address the research question: How does peer pressure influence children's brand community participation desire?

Background

Peer pressure is any pressure felt by an individual to behave in a certain way, shaped by individuals in their social circle (Hoorn, Dijk, Meuwese, Rieffe, & Crone, 2016). A fundamental aspect of children's social development is being part of a peer group (Abrams, Rutland, Palmer, & Purewal, 2014). Children as young as four have been shown to be influenced by peer pressure (Haun & Tomasello, 2011). Drawing from Rodhain & Aurier's (2016) who indicate that children's brand preferences are influenced by peers, this research hypothesises that a child's brand interactions, for example, brand community participation, is also influenced by peers. That is, children will have a stronger desire to participate in the community when there is pressure from their peers to join the community (*H1*).

Adult-oriented brand community research has established that social groups influence participation desire (Bagozzi & Dholakia, 2006), however research is yet to examine if there are any drivers for this relationship. Drawing from developmental psychology, fear of social exclusion is proposed to be the mechanism through which peer pressure effects brand community participation desire. Social exclusion can refer to any feeling of rejection by a child, resulting from peers, parents or teachers (Arslan, 2018). Subjective group dynamics theory explains the fear of social exclusion, indicating that children strive to conform to their peers to sustain in-group membership (Abrams et al., 2017). When a child goes against the in-group there is the potential to be ostracised and alienated to the out-group (Abrams et al., 2017), resulting in social exclusion. If a child perceives a high level of peer pressure to participate in a brand community, they will have a higher fear of social exclusion if they do not participate. This fear of social exclusion in turn increases brand community participation desire. When there is no perceived peer pressure, the fear of social exclusion is not prevalent and therefore there is less desire to participate (*H2*).

The influence of peer pressure has been evidenced by many researchers (e.g. Steinberg & Monahan, 2007) whereby conformity to peers increases during childhood, then decreases during adolescence. Erikson (1959) maintains that psychosocial development has eight stages occurring from infancy to adulthood. During stage four (5-12 years) children's peer groups are of greater significance than in the earlier stages (Erikson, 1959). Stage five (12-18 years) is

significantly different as a child's individual self-identity takes greater focus than group-identity (Erikson, 1959). Based on psychosocial development research, the influence of peer pressure in the context of brand community participation is proposed to effect younger children more strongly. Younger children (6-11 years old), when faced with peer pressure to join a community will experience fear of social exclusion and subsequently a stronger participation desire. Older children (12-17 years old), when faced with peer pressure will have a lower fear of social exclusion and subsequently lower community participation desire (*H3*).

Methodology

Australian child participants aged six to 11 for studies 1 and 2 (140 male, 124 female, M_{Age} = 9.39, $S.D_{Age}$ = 2.13) and aged six to 17 for study 3 (106 male, 80 female, $M_{Age(6-11)}$ = 9.23, $S.D_{Age(6-11)}$ = 2.30; $M_{Age(12-17)}$ = 15.80, $S.D_{Age(12-17)}$ = 1.11) were recruited through a research panel company to participate in one of three experimental studies (n_1 =132; n_2 = 132; n_3 = 186). All participants were allocated to one of two experimental conditions: absent or present peer pressure. A between-subjects design was conducted for Studies 1 and 2, and a 2 (peer pressure: absent or present) x 2 (age: 6-11 or 12-17 years) factorial design for Study 3. The peer pressure manipulation was adapted from prior studies (Algesheimer, Dholakia, & Herrmann, 2005; Liao & En-yi Chou, 2012). Each study used a fictitious brand community, based on a real-world brand (Study 1 – *Arnott's*, Study 2 – *Colgate*, Study 3 – *Tip Top*). Measures for fear of social exclusion and community participation desire were drawn from prior literature (Dholakia, Bagozzi, & Pearo, 2004; Riva, Williams, & Gallucci, 2014).

Results

All manipulations were successful and no confound effects were found in terms brand attitude. To test H1 (Study 1) an ANOVA model was estimated. Results confirmed that peer pressure had a significant impact on participation desire (p = <.001). Those in the peer pressure present condition reported higher participation desire ($M_{PPpres} = 5.61$; $M_{NoPP} = 4.24$), supporting H1. Next, to examine the mediating role of fear of social exclusion (H2, Study 2) the PROCESS macro bootstrapping procedure was employed (n = 10,000, Model 4). Results demonstrated that fear of social exclusion mediated the relationship between peer pressure and participation desire ($\beta = .490, 95\%$ CI = .325 to .654, p = <.001), supporting H2. Lastly, H3 (Study 3) aimed to examine the moderating effect of age. To test H3, the PROCESS macro bootstrapping procedure (n = 10,000, Model 7) was used. Significant results were found across the models; the interaction (peer pressure x age) predicted fear of social exclusion ($\beta = -1.100$, p = .012), and this fear predicted participation desire ($\beta = .374, p = <.001$). A moderated mediation effect was observed ($\beta = -.411, 95\%$ CI = -.817 to -.079); fear of social exclusion was found to mediate only for younger children ($\beta = -.495, 95\%$ CI = .212 to .693), supporting H3.

Implications for Theory and Practice

This research represents the first known application of developmental psychology theory on peer pressure and social exclusion to research on child-oriented brand communities. Findings signal a need for social awareness regarding children's interactions with brands, with results indicating that children aged six to 11 may join brand communities out of fear and social group pressures. Parents and caregivers are advised to engage in discussions with their children on branded communities, with marketers encouraged to take an active role in this process. Future studies should investigate the long-term participation rate of children when they have been pressured by peers to join, and the strategies marketers can adopt in regard to their social responsibility efforts.

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Woody brand names and brand sensual naughtiness

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Abstract:

This research draws on sound symbolism and associative priming to introduce woody and tinny words to the linguistic and marketing literature. Specifically, we examine the ability of woody (back vowel sounds and voiced plosive consonants) and tinny brand names (front vowel sounds and voiceless plosive consonants) to prime meaning associated with sensual naughtiness. Across four experiments, we demonstrate that a specific combination of vowel and consonant sounds in brand names influence consumer perceptions of sensual naughtiness, with woody (tinny) brand names heightening (reducing) perceptions of the brand's sensual naughtiness. We draw from affective-semantic relationships in animal communication and preferential shape matching to show that this effect can be explained by the acoustic sound quality that the vowel and consonant sounds produce in the spoken or subvocalised word. This research links specific semantic constructs to vowel and consonant based brand naming effects, which have not previously been demonstrated in the literature.

Keywords: Brand Name, Sensual Naughtiness, Acoustic Sound Quality

Introduction and Theoretical Background

During a linguistically focused Monty Python's Flying Circus sketch, a father sitting in an upper class drawing room expressed, "all the naughty words sound woody". The ensuing discussion discerned words having woody quality from tinny words that were described as frightful, and induced people to cry. Drawing from research that establishes sounds in words prime meaning and associations (e.g., Ilicic, Baxter & Kulczynski 2018; Baxter, Ilicic, Kulczynski & Lowrey 2017; Kulczynski, Ilicic & Baxter 2017 and more), we examine the concept of woody and tinny words, and suggest that the acoustic sound quality of 'woody' and 'tinny' words prime meaning associated with the sounds produced by the spoken (or subvocalized) word, which in turn influences consumer judgements. Specifically, we draw from affective-semantic relationships observed widely in the communication of animals, and preferential shape matching, to predict that the acoustic quality of sounds produced by woody words signal meanings associated with sensual naughtiness. For example, research has shown that sonorant sounds like the 'purrs' of a cat are associated with situations of positive affiliations and contact (i.e., sensual; Rendall & Owren, 2009), and smooth, curvy images (Nielsen & Rendall, 2011).

Literature and Hypotheses

Words with front vowel sounds (as in the $[\bar{a}]$ sound in bait) or strident consonants (e.g., /t/, /k/, and /p/) are preferred for sharp and jagged images, and words with back vowel sounds (e.g. the $[\bar{o}]$ sound in boat; Tarte, 1974) or sonorant consonants (e.g., $1/\sqrt{m}$, and $1/\sqrt{n}$) are preferred for curved, more harmonious images (Nielsen & Rendall, 2011). Relatedly, strident sounds that are sharp and abrupt (e.g. barking, screeching) have been shown to signal hostility and aggression; sonorant sounds are smoother, more harmonic, and associated with situations of seeking close contact (Rendall & Owren, 2009). Therefore, front vowel and strident sounds both create meaning associated with sharpness and hardness, and back vowel and sonorant sounds create smoothness and harmoniousness. Drawing from studies on animal communication (e.g. Rendall & Owren, 2009), we suggest that the acoustic quality of these sounds create associations of sensual naughtiness, where smoother, less abrupt sounds are more pleasurable, where pleasure signifies sensual gratification (Pleasure, n.d), than harsh, jagged sounds. We term 'woody' words (e.g. gone, prodding; Monty Python, Flying Circus, Ep. 42) as a word that possesses a combination of a back vowel sound, and voiced plosive consonants such as /b/, /g/, and /d/ (e.g., the word 'prodding' contains the strong back vowel sound [o] and emphasises the double heavy voiced consonant /d/). Whilst 'tinny' words (e.g. litter, Simkins) have a prominent front vowel sound, and obvious voiceless plosive consonants such as /p/, /k/, and /t/ (e.g., the word litter contains the front vowel sound [i] and contains a double letter /t/ voiceless plosive consonant). We hypothesise that the interaction between vowel and consonant sounds create woody and tinny words, which in turn prime semantic meaning associated with sensual naughtiness. Specifically, we hypothesise that woody (tinny) brand names will increase (decrease) consumer perceptions of brand sensual naughtiness (H1), which can be explained by consumer evaluations of the acoustic quality of the sounds contained in a word (H2). The downstream consequences of brand sensual naughtiness perceptions to brand and advertisement attitudinal and behavioural evaluations in a realistic marketing context is also investigated (H3).

Methodology

Australian participants were recruited through a research panel company to participate in one of four experimental studies. Study 1a (n = 194, M_{age} = 45.48) and 1b (n = 189, M_{age} = 47.23) employed a 2 (vowel sound: front/back) x 2 (plosive: voiceless/voiced) factorial design. Participants were randomly assigned to each condition, where the front vowel and voiceless plosive consonant condition (1a: Primmley, 1b: Kelan) represented a tinny brand name, and the back vowel and voiced plosive consonant condition (1a: Brommley, 1b: Golan) represented a woody brand name. The remaining two conditions (1a: Brimmley/Gelan, 1b: Prommely/Kolan) served as controls. Brand sensual naughtiness (e.g., pleasurable, seductive, alluring) was the dependent variable. Study 2 (n = 185, Mage = 44.87) adopted the same factorial design with the participants shown a brand of pen (Attle [tinny], Obble [woody], Abble/Ottle [controls]). Participants were asked to rate the naughtiness of the pen brand, followed by measures of acoustic sound quality (e.g. irritating-soothing). Study 3 again employed a factorial design, with the brand names (*Tinler* [tinny], *Donler* [woody], Tonler/Dinler [controls]) embedded in an advertisement for chocolate. Participants were asked to rate their attitude towards the brand, attitude towards the advertisement (Mitchell and Olson, 1981), purchase intention (Till and Busler, 2000), brand sensual naughtiness, and acoustic sound quality. All scales were reliable ($\alpha > 0.7$).

Results

ANOVA models were estimated with brand sensual naughtiness as the dependent variable. A significant interaction was observed between vowel sound and plosive (Study 1a: p < .001; Study 1b: p = .021). Specifically, results of Study 1a and Study 1b showed that perceptions of brand sensual naughtiness heightened when a brand name contained a back vowel sound and voiced plosive (woody brand name) and reduced when a brand name contained a front vowel sound and voiceless plosive (tinny brand name), supporting H1. No significant difference in sensual naughtiness judgements was found across brand names containing a front vowel sound and voiceless plosive or back vowel sound and voiced plosive (Study 1a: M_{Back/Voiced} = 4.77, M_{Back/Voiceless} = 3.15, M_{Front/Voiced} = 3.13, M_{Front/Voiceless} = 2.39; Study 1b: M_{Back/Voiced} = 5.07, M_{Back/Voiceless} = 3.57, M_{Front/Voiced} = 3.59, M_{Front/Voiceless} = 2.81). Results of Study 2 ANOVA replicated those obtained in Study 1 (p = .034; $M_{\text{Back/Voiced}} = 4.92$, $M_{\text{Back/Voiceless}} = 3.57$, $M_{Front/Voiced} = 3.50$, $M_{Front/Voiceless} = 2.90$), and the PROCESS macro bootstrapping procedure (n = 10000, Model 8; Preacher et al., 2007) showed that the interaction (vowel sound x consonant sound) predicted acoustic sound quality ($\beta = .668$, p = .015), with this positively influencing perceptions of sensual naughtiness ($\beta = .400, p < .001$). A significant moderated mediation effect was found ($\beta = .267, 95\%$ CI = .048 to .539), indicating that acoustic sound quality explained the effect of the interaction between vowel and consonant sounds on perceptions of sensual naughtiness, supporting H2. Results of Study 3 replicated those of Study 2, where a woody brand name created positive evaluations of acoustic sound quality ($\beta = .191$, p = .023), leading to an increase in perceived sensual naughtiness ($\beta = .242$, p = .001), supporting H2. Study 3 found that perceptions of sensual naughtiness lead to favourable downstream effects including a more positive attitude towards the advertisement ($\beta = .433$, p <.001) and brand ($\beta = .536$, p < .001), as well as greater purchase intention ($\beta = .878$, p < .001), providing further evidence for H2 and supporting H3.

Implications for Theory and Practice

This research represents a novel application of sound symbolism and semantic priming, and links specific semantic constructs to both vowel and consonant based effects, which have not previously been demonstrated in the literature. Findings indicate that the effect of woody and tinny brand names on perceptions of sensual naughtiness are a consequence of the consistent combination of both the vowel and consonant sound content of words, and not a reflection of

non-arbitrary coupling of consonants and vowels within words, as has been criticised by other works in marketing on semantic priming (Nielsen and Rendall, 2011). Marketers can strategically name brands using woody words to create perceptions that a brand is sensual.

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Strategic imperatives of M-Commerce in developing countries

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Abstract:

Despite the remarkable growth and promising future of mobile commerce, research has paid little attention to the factors determining its perceived value across developing countries. This study advances marketing literature, focusing on technology adoption, by providing a framework that incorporates a mode-specific enabler—ubiquity (time convenience and accessibility)—and two deterrents—perceived risk (financial risk and performance risk) and perceived cost—as antecedents of perceived value across developing countries. The moderating role of consumer innovativeness is also investigated. The results reveal that ubiquity has a positive impact on value, while risk and cost have a negative influence. The authors also find that innovativeness moderates the relationships between identified antecedents and value, apart from the relationship between cost and value. Results further show that value positively affects actual usage, and is strengthened by consumer innovativeness. The theoretical contributions of the study and the implications for marketing strategy formulation have been discussed.

Keywords: Consumer Innovativeness, Perceived Risk, M-commerce Usage

Impact of candidate's leadership image to trust

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Abstract:

In recent years, Indonesia has undergone transformation on its leadership trend. This is due to the rapid rise of political newcomers who managed to secure prominent positions in Indonesian government. The most phenomenal achievement was the win of Jokowi in the 2014 presidential election. Jokowi barely has an experience as a politician compared to his rivals. These newcomers were known to possess strong reputation as leaders who have made breakthroughs and success in acting as the servant of the people.

Based on the case of Ahok, Risma, Jokowi and SBY, this paper attempts to measure impact of the political brand image of a servant leader and a reformist along with brand personalities to political brand trust from Indonesian voters' perspective,

The findings reveal candidate's leadership characters and personalities that appeal to Indonesian voters, including that Risma has similar traits with Jokowi, whilst Ahok has his own uniqueness.

Keywords: Leadership, Political Branding, Indonesian politics

Private label purchasing: Impact of online reviews

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Abstract:

Consumers are shifting purchasing behavior from physical stores to online vendors and increasingly relying on reviews from peers to make purchase decisions. Brands are keen to use these reviews in promotions and to facilitate product innovation. But there is an unforeseen outcome: this paper shows that when consumers rely on online reviews, they are overall less loyal to brands and more likely to purchase private label products. Using a large North American sample from a commercial dataset, this paper empirically investigates these relationships and reports important implications for retailing and marketing researchers and practitioners.

Keywords: Private-label, Word-Of-Mouth, Retailing

For many shoppers today, consumer reviews have become the single most influential means of researching offerings prior to purchase. Word of Mouth (WOM), both online and offline, is by far the most trusted source of information, far more so than advertising or communication funded by brands (Moon et al., 2014; De Matos and Rossi, 2008). Alongside technology, online reviews are also increasing in their complexity and sophistication. Nowadays, more elaborate consumer reviews can be thousands of words long, include dozens of images and even highquality video. These developments in the scale, scope and reach of WOM bring the role of branding into question. Consumers implicitly trust reviews from peers, under the assumption that they are fair and unbiased in nature (Awad and Ragowsky, 2008; Dellarocas, 2003). When shoppers can access a plethora of such reviews, they rely less on brand-generated information and also depend less on large brands as signals of product quality. Smaller brands and even private label brands, which can be described as consumer products that are distributed exclusively by a retailer that carry either the retailer's name or a brand name created by a retailer (Bodur, Tofighi, and Grohmann, 2016), can now compete with deep-pocketed national brands like never before, in part owing to the ubiquity of online reviews. Since technology enabled WOM is levelling the brand playing field and supplanting the influence of large advertising budgets.

The aim of this research is to:

Explore the role of brands and power of branding within the context of the growing consumer reliance on online reviews.

The research questions addressed in line with this aim:

RQ1: What role do brands play when consumers have access to fairly complete information about the product or service from each other?

RQ2: How does modern branding need to evolve in response to this shift, both theoretically and operationally?

Background and Conceptual Model

Research indicated that consumer acceptance of private label brands is partly related to perceptions of risk in the product category (Hyman et al., 2010); and that brands are signals that serve to reduce this perceived risk (Erdem and Swait, 1998). Brand names are a key differentiating factor in consumer decision-making and offer greater differentiation between products than product benefit comparisons (del Río et al., 2001). Brand importance, a construct originally found in the B2B literature (e.g., Bendixen et al., 2004; Cretu and Brodie, 2007), refers to this relative importance of brand names in a consumer's preferences and purchase decisions (Zablah et al., 2010). In the context of private label brands, brand importance assesses the significance of presence of a brand name versus other elements of the purchase decision like quality, reputation and price – brand importance is generally of secondary importance to the latter (Schnittka 2015). In addition, the effect of brand importance on private label preferences is further influenced by word of mouth behaviour (e.g., individuals that actively provide word-of-mouth may be less loyal to specific national brands) and online media use (e.g., greater brand exposure to national brands could make consumers more likely to choose these brands). The conceptual model outlines two opposing consequences of consumers greatly rely on online reviews in terms of their preferences for private label products, namely, a direct positive impact (H1) and an indirect negative impact (H2) through brand importance. This indirect path is influenced by consumers' usage of online media (H3) and their WOM production behaviour (H4).

- H1: Consumers who rely more on online reviews will be more likely to prefer private label products.
- H2: Greater reliance on online reviews increases perceived brand importance, which reduces preferences for private labels.
- H3: High levels of online media use increase the negative effect of brand importance on preferences for private label products, such that consumers who consume more online media are less likely to prefer private label products.
- H4: High levels of word-of-mouth behaviour decrease the negative effect of brand importance on preferences for private label products, such that consumers who provide more word-of-mouth to others are more likely to prefer private label products.

Methodology

To examine the relationships hypothesized above, this study uses a dataset obtained from the global market research consultancy IPSOS called the Global Trends Survey containing responses from 1700 North American consumers (51% female). In line with scale development best practices (MacKenzie et al., 2011), the paper builds the constructs outlined in the conceptual model above out of the survey items – five constructs were identified. First, a measure of private label preferences was calculated based on responses to reported private label/store brands versus well-known/established purchase preferences across 13 product categories. Reliance on online reviews assesses a consumer's propensity to consult and be influenced by online reviews when making a purchase. Brand importance measures the extent to which brands influence a consumer's purchasing of products. WOM behaviour is an index measuring the extent to which a consumer produces word-of-mouth. Finally, online media use provides an assessment of a consumer's exposure to and use of a variety of online media. To test the predicted moderated mediation model proposed above, this paper employs Hayes' (2013) PROCESS macro for SPSS.

Results

Using professionally collected panel data, this study reports novel findings on factors affecting consumer preferences for private label products. The results indicate that consumers who rely more on online reviews are more likely to prefer private label products. A consumer's level of perceived brand importance mediates this effect, with word-of-mouth behaviour and online media usage both further qualifying this effect. Specifically, consumers who perceive brands as more important are less likely to prefer private label products. This effect of brand importance is weaker for consumers who themselves generate more word-of-mouth while growing stronger for those consumers who consume more online media.

Implications for Theory and Practice

At a broad level, the results develop important theoretical insight into the effect the Internet is having on consumers' preferences of national branded and private label products. Brands serve consumers by signalling quality, and thus are trusted and perceived as less risky purchases (Chaudhuri and Holbrook, 2001). But the ubiquitous access to consumer reviews now available calls the weight of this function of brands into question. The results support this notion and suggest that a focus on other aspects of brands may be needed in order for them to stay relevant to consumers. This could include the important signalling value provided by brands, or even the strong emotional or affective responses that brands can evoke (e.g., corporate social responsibility, nostalgia; Schenk & Holman 1980; Merchant & Rose 2013). Future research might investigate the efficacy of these, and possible additional, approaches to inoculate brands against the effect of online reviews, as well as the effect of online reviews varies by product category. Hedonic-utilitarian or products-services may provide useful boundary conditions.

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Market-shaping as an effectual process: supporting self-selection

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Abstract:

Extant research increasingly portrays entrepreneurship and market formation as collective actions, contingent on various stakeholders self-selecting into making various commitments that eventually give raise to a new market. However, the present literature is silent when it comes to how effectual entrepreneurs could support or promote this process of self-selection. We approach this research gap qualitatively, though a multiple case study of 21 effectual companies who have promoted the self-selection of stakeholders to form and transform markets. We identify four effectual actions to support stakeholder self-selection for market creation and transformation: making the future market (1) understandable, (2) economically attractive, (3) collectively supported, and (4) socially acceptable or desirable. Therefore, we show that supporting stakeholders' self-selection is not limited to incentivizing, as suggested by the current literature.

Keywords: Market-shaping, effectuation, stakeholders

Effectuation theory is based on the idea that stakeholder commitments determine what the new (physical or social) artefact will become (Dew & Sarasyathy, 2007). With this view, there is no formal market research to discover the shape of a pre-existent or latent market; instead markets emerge through effectual transformations as the entrepreneur seeks to negotiate stable structures through stakeholder commitments that eventually get stitched together into a market (Dew et al., 2011).

Thus, extant research increasingly portrays entrepreneurship (Sarasvathy et al., 2009) and market formation (Lee et al., 2018) as collective actions. While it is considered that stakeholders self-select into this process, it is not thoroughly discussed why stakeholders actually do self-select, or how effectual entrepreneurs could support or promote this process of self-selection. Particularly, the latter question has remained blackboxed. We consider that this may be due to the fact that the promotion of self-selection may seem as an oxymoron, and that the notion of collective action diminishes the heroic narrative of a lone entrepreneur in creating and shaping markets. Hence, the purpose of our research is to identify the actions that enterprises use to promote the self-selection of stakeholders for market creation and transformation.

Background

In studying effectual market formation, the focus shifts from the market-shaping firm toward sets of partnerships and commitments (Sarasvathy, 2001). But instead of merely focusing on the macro-level processes of market formation, Sarasvathy and Dew (2013) emphasize that market process is a market process also at the micro level of analysis: other actors do not simply follow the entrepreneur or macro-level forces, but negotiate and shape the vision and venture by self-selecting to the process through commitments. In contrast to targeting processes of causal logic, effectual logic does not believe in securing commitments from specific stakeholders but creating "avenues for stakeholder self-selection" (Sarasvathy et al., 2014; York et al., 2016, p. 724). Effectual networks are open for self-selection, and in principle any actor can commit to the process.

The basis for self-selection and commitment is what actors are able to do rather than what actors ought to do based on analysis and maximization (Sarasvathy & Dew, 2005b). Actors commit to the network based on imagination and satisficing. This refers to the futures-oriented worldview that is embedded in effectuation. As the future cannot be predicted, the imagined consequences of the commitments remain uncertain. Realizing the world being constantly fabricated through commitments, the expected value of the commitment is not determined in the current environment either (Dew et al., 2008). Following the unpredictability of the future, instead of aiming at maximizing potential profits, stakeholders commit with regard to affordable loss, as they cannot be certain about the consequences of the unmade market (Dew et al., 2008; Sarasvathy & Dew, 2008). In fact, Dew and Sarasvathy (2007) consider that when negotiating about the potential commitment, the focus is on what each stakeholder is willing to commit to have the artefact (e.g., market) transformed instead of any calculated/predicted financial benefit from the transformed artefact. Stakeholders who make commitments are assumed to acknowledge that there will be a continuous and iterative set of negotiations and transformations as other stakeholders self-select into the process (Sarasvathy & Dew, 2008; Sarasvathy, 2004). Moreover, Sarasvathy et al. (2013) consider that stakeholders' decisionmaking regarding commitments is closely related to how they view uncertainty, and the potential positive and negative contingencies of the new world being fabricated (Wiltbank et al., 2006).

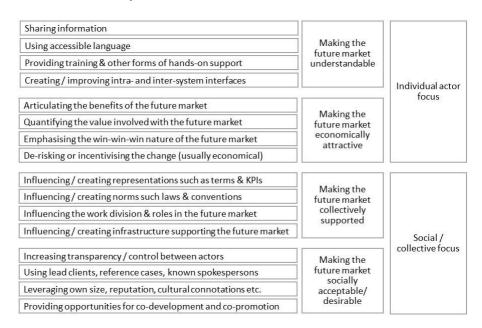
Methodology

We approach our research aim qualitatively, though a multiple case study. Altogether, we investigated 21 effectual companies who have promoted the self-selection of stakeholders to form and transform markets in several countries and industrial contexts. We followed the principles of theoretical sampling (Glaser & Strauss, 1967; Eisenhardt & Graebner, 2007), seeking case companies that have a documented track record of successfully forming and transforming markets collaboratively. The empirical data consists of 78 in-depth semi-structured interviews. The interviews were transcribed and analyzed following the Gioia methodology (Gioia, Corley & Hamilton, 2013), using NVivo software.

Results and Contributions

The empirical findings, i.e., the identified actions that enterprises use to promote the self-selection of stakeholders for market creation and transformation, is depicted in Figure 1.

Figure 1. Entrepreneurial actions to promote the self-selection of stakeholders for market creation and transformation



Our study shows that the self-selection promotion is not limited to incentivizing, as suggested by pioneering literature (York et al., 2016). Instead, we contribute to entrepreneurship and market formation literature by proposing four effectual actions to support stakeholder self-selection for market creation and transformation: making the future market (1) understandable, (2) economically attractive, (3) collectively supported, and (4) socially acceptable or desirable.

Implications for Theory and Practice

Theoretically, our findings provide more insights how effectual entrepreneurs can foster stakeholder self-selection for market creation and transformation. Particularly the different foci of the identified actions – some activities focusing on individual actors and others operating on social or collective level – is a novel insight to the extant entrepreneurship and market formation literature, which historically have been focused on either the micro or the macro level.

Practically, the research outputs give guidance for entrepreneurs and managers wanting to accelerate market formation and transformation. In particular, the four identified sets of actions to foster stakeholder self-selection should be incorporated to market-shaping strategies.

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Effectiveness of Business-to-Business #foodwaste messaging

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Abstract:

Food waste messaging is about holding the receiver of the communication accountable for making "lifestyle" choices that support the sustainability of our world. Marketing is a major influencer to reducing food waste through social mediums. This research explores the linguistic social power of business to business (B2B) food waste messaging and its impact on behavior change in B2B firm stakeholders and customers. Our approach is to use content analysis to investigate two types of B2B food waste messaging, gain-framed messaging, which uses words that share what people can do, and fear-framed messaging, which uses words that tell people what they shouldn't do, used on the social media platforms Twitter, Facebook, Instagram, and Pinterest. Initial analysis revealed that even though most messaging is fear-framed, gain-framed messaging may be more prominent in behavior change than fear-framed messaging.

Keywords: social marketing, food waste messaging, social power

Open a social media platform and it won't take long for most of us to find images of beautiful, delightful, vibrant, colorful, perfectly lit images of food. Of late, food dominates social feeds on every channel including social messaging and messaging applications; we are in tune and in love with what we are eating! However, on the flip side, what we don't eat is not included on our social media feeds. Food waste is no doubt a concern of environmentalist, socially conscious consumers and businesses, and social marketing practitioners. The rapid adoption of the internet, mobile, and social technologies have impacted every aspect of marketing, specifically, what people say, how they say it, where they say it, and who they say it to. This has changed the balance of power between companies, and their customers; given the importance of these relationships, interactions, and networks, transparency is the new social power shift (Clauss & Bouncken 2019; Urban 2005).

The Food and Agriculture Organization (FAO) of the United Nations define food waste as, "food which is fit for consumption being discarded, usually at retail and consumer levels." The US Department of Agriculture (USDA) defines food waste as, "a component of food loss and occurs when an edible item goes unconsumed, as in food discarded by retailers due to color or appearance and plate waste by consumers." Food waste has been and still is an ongoing global issue with the extent of wasted food increasing every day. Food waste does not only occur in homes, but retailers and wholesalers in the UK alone also produce around 1.7 million tons of food waste each year costing retailers up to 4% of revenue (Weber, Herrlein, & Hodge 2011). According to ReFED's Retail Food Waste Action Guide (2018), the U.S. retail food sector generates 8 million tons of waste a year in distribution centers and stores, or \$18 billion a year in lost value. On average, the value of wasted food in retail is equal to roughly double the profits from food sales. Based on these statistics, B2B food waste messaging that encourages behavior change is crucial more now than ever.

The intended impact of social marketing through food waste messaging can turn into unintended impact and often unexpected social action effects (Kukla 2018). This makes the interconnectedness of food waste messaging and the intended recipient critical for measuring the intended behavior change. The theory of social power (TSP) encompasses two vital elements, power and influence; it deals with power structures, power relationships, and behavior (French, Raven, and Cartwright, 1959; French 1956). We intend to use the theory of social power in conjunction with social marketing concepts to analyze messaging, language style, word use, and behavior change in food waste hashtag messaging.

The aim of this study is:

To understand the effectiveness of B2B gain-framed and fear-framed food waste hashtag messaging impact on behavioral change in B2B firm stakeholders and customers.

We address the following research question in line with this aim:

RQ1: To what extent does the social power of gain-framed or fear-framed messaging of food waste hashtags of B2B firms influence social action?

Background

There are new B2B firms taking on environmental issues that are opening new avenues for research to support important world movements through rigorous inquiry. Initial review of the literature shows that albeit the attention to social marketing technologies (social media) to meet new challenges of environmental concerns is increasing, there has been limited inquiry of the

impact of B2B food waste messaging via social media hashtags. This is due to the rapid influx of new communication technologies and industrial marketers are experiencing a shift in focus and responsibilities as global trends touch the marketing function directly (Gough et al., 2017). B2B social marketing research should make better use of online behavioral data by combining online psycholinguistic data with other customer-specific information such as advocacy, collaboration, and sustainability initiatives (Järvinen & Taiminen, 2016). This can inform new knowledge on brand engagement techniques and customer relationship strategies using social media; a tool primarily used by B2B firms to seek community awareness and engagement. Thus, psycholinguistic tools would help identify the best language style that works most effectively for social marketing campaigns.

TSP is used to understand behavior change in groups and how it manifests in terms of social influence (Overbeck & Park, 2006; French, Raven, and Cartwright, 1959; French 1956). Behavior change and attitude is the goal of social marketing and the social action intended for food waste messaging. In the B2B domain, companies not only need technology innovation, but also linguistic innovation. Using TSP and content analysis to analyze not only how food waste messages are communicated with words in different styles and through different media by B2B companies who employ sustainable marketing efforts, but also identifying key behaviors of their stakeholders and customers in response to messaging, allows marketers (academics and practitioners) to efficiently track, measure, and design social marketing campaigns against food waste (Calvo-Porral, Medin, & Losada- López, 2017).

Methodology

Our approach is to use content analysis (CA) of food waste hashtags on the social media platforms Twitter, Facebook, Instagram, and Pinterest using a computer automated analysis tool that incorporate advances in computational linguistics, namely, Linguistic Inquiry Word Count (LIWC) (Pennebaker, Mehl, & Niederhoffer, 2003). The method of review consists of three steps: First, to determine the literature scope, we conducted an initial search of the literature on food waste messaging and social marketing with hashtags by cross-referencing Scopus, and EBSCO's Business Source Complete (BSC) databases. We included the top 10 marketing, food science, food science and technology, and entrepreneurship journals that contribute to industrial marketing research to determine the depth and breadth of food waste marketing research. Second, to fully understand the social marketing efforts of B2B firms, we researched the world's most sustainable companies, as listed on Forbes and the 10 largest food and beverage companies ranked on sustainability by FoodDrive. Third, we narrowed our analysis to B2B firm use of topic, industry, and campaign categories of the most prevalent food waste hashtags: (1) Topic: #foodwaste, #foodloss, #stopfoodwaste, #zerowaste, #foodrecovery, #nofoodwaste, #foodinnovation (2) Industry: #sustainability, #sustainable, #socialmarketing, #socialentrepreneur, #greenentrepreneur, #foodstartup, #foodtech (3) Campaigns: #StopFoodWasteDay #uglyproduce #IvalueFood, #mealforameal, #500daysoffriedrice, #fightfoodwaste, #lovefooddontwaste, #ILoveLeftovers, #LoveYourLeftovers, #savefood, #ThinkEatSave, #SaveTheFood, #NoWastedFood.

Discussion

Behavior change in this study is defined as social action. Social action via social media is the sharing, commenting, mentioning, and following responses by message receivers. As we began to look at how B2B food waste messaging translates into social action for B2B firm stakeholders and employees, we found that gain-framed messaging may be more prominent in behavior change than fear-framed messaging. People are motivated by and respond better when told what they can do vs. what they can't do, this is true for most action-oriented messaging.

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Internal city branding

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Abstract:

Residents are both an important internal target group of city branding efforts and a strategically valuable resource as co-creators in the city branding process that aims to retain and attract residents, companies and visitors. Therefore, this study's goal is to develop an internal city branding model for implementing the city brand in residents' minds, emotions and behaviours. It is empirically tested using a sample of 446 residents of the city of Bremen in Germany. The results reveal that city brand commitment and satisfaction have positive effects on the intention to stay. City brand citizenship behaviour is positively affected by city brand commitment, satisfaction and understanding. City brand satisfaction and understanding have positive effects on commitment. Moreover, a positive relationship arises between city brand understanding and satisfaction. The quality of online city brand communication as a managerial antecedent exerts positive effects on city brand understanding and satisfaction but not on commitment.

Keywords: internal branding, city branding, residents

Leadership, innovation capabilities, and SMEs' innovation performance

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Abstract:

Drawing upon the resource-based view (RBV) and the dynamic capabilities (DC) perspective, a model that links leadership, innovation capability, and product innovation performance is presented in this paper. Besides, two contextual factors considered to have a leveraging or hindering impact on the effectiveness of leaderships on innovation capabilities are added as moderators. Using a sample of Chinese manufacturing SMEs, the findings reveal that transformational leaders promote both exploratory and exploitative innovations while transactional leaders only effectively encourage exploitative innovation. Findings also indicate that explorative innovation can lead to positive innovation performance, but not exploitative innovation. Moreover, reward philosophy is found to negatively moderate the transactional leadership-exploratory innovation link while entrepreneurial culture has a positive moderating effect on the relationship between transformational leadership and exploitative innovation.

Keywords: Small and medium-sized enterprises (SMEs), Product innovation performance, Leadership styles

Being innovative by providing unique offerings to current and emerging customers is remarkably important for SMEs because this can help them better satisfy niche markets' needs and keep away from large incumbents' fierce competition. As a principal changing agent, leaders are responsible for making all innovation-related strategic decisions (Harbone & Johne, 2003; McDonough, 2000; Sethi, 2000), especially in the context of SMEs. Correspondingly, the study aims to address the research gaps in the extant studies with a focus on the following points:

First, the authors aim at contextualizing the relationship among leadership, innovation and product innovation performance by developing a comprehensive model. The second aim is to examine how different types of leadership behaviors can promote or discourage different types of innovation. Third, it is noteworthy to investigate the direct impact of transformational leadership on exploratory and exploitative innovation since this type of leadership is considered to be the vital champion for innovation (Howell & Higgins, 1990). Finally, this paper aims at uncovering other possible contextual factors that can be regarded as a means to help leaders augment their effectiveness on a certain type of innovations at firm-level (Chen et al., 2014; Gumusluoglu & Ilsev, 2009). Thus we address one research question in line with the above aims:

RQ1: How different types of leadership, under what organizational contexts, can enable which types of innovation, and subsequently lead to positive SMEs' product innovation performance?

Background and Conceptual Model

To provide insights into the research question, this paper draws upon the RBV and its extension, the DC perspective and investigates the links between leadership styles (i.e., transformational vs. transactional leadership), innovation capabilities (exploratory vs. exploitative), and product innovation performance as well as two boundary conditions: reward philosophy and entrepreneurial culture. In this study, the authors posited:

- 1) H1: Transformational leadership is positively related to exploratory innovation, while transactional leadership is negatively related to exploratory innovation.
- 2) H2: Transformational leadership is negatively related to exploitative innovation, while transactional leadership is positively related to exploitative innovation.
- 3) H3: Exploratory and exploitative innovation are positively related to product innovation performance.
- 4) H4: Reward philosophy positively moderates the effect of transformational leadership on exploratory and exploitative innovation; whereas it negatively moderates the effect of transactional leadership on exploratory and exploitative innovation.
- 5) H5: Entrepreneurial culture negatively moderates the effect of transformational leadership on exploratory and exploitative innovation; whereas it positively moderates the effect of transactional leadership on both exploratory and exploitative innovation.

Methodology

Since most measures in this study are self-reported, the authors collected multiple informants' responses from a sample of 151 Chinese manufacturing SMEs. By taking the aggregation of data, this can not only improve the data quality, but also minimize the effect of common method variance (CMV) (Van Bruggen et al., 2002). SmartPLS 3.0 software was used to confirm the measurement model as well as the structural model. Composite reliability (CR) and average variance extracted (AVE) were used to assess the reliability and validity of variables for the proposed constructs. To test the hypotheses PLS-algorithm and

bootstrapping were conducted. Satisfactory model fit indices (SRMR = 0.032 and NFI = 0.933) demonstrated that the empirical findings supported the proposed theoretical model in this current study.

Results and Discussion

There are some interesting findings in the study. First, transformational leadership is positively related to exploratory and exploitive innovation. Second, transactional leadership is not necessary a hindrance to exploratory innovation as thought. Third, only exploratory innovation can contribute to positive SMEs' product innovation performance. Furthermore, reward philosophy was found to negatively moderate the relationship between transactional leaders and exploratory innovation. Alternatively, entrepreneurial culture positively moderates the effect of transactional leaders on exploitative innovation. Though the results are contradicting to the literature, they provides us with some insights that when it comes to innovation, it is essential to take the notions of different leaderships, natures and purposes of distinct innovation, and corporate cultural characteristics into consideration as a whole.

Implications for Theory and Practice

In response to the calls by Yukl (2009), and Kraft and Bausch (2016), this paper has developed a comprehensive model, not only links the relationship among leadership, innovation capabilities, and product innovation performance, but also align with scholars' views that "there is a complementary role between these transformational and transactional leaderships" (Bass, 1990; Howell & Avolio, 1993). Besides, we also extend the study of leadership and innovation by incorporating entrepreneurship phenomenon.

Practically, SMEs decision-makers can shape their innovation directions through learning and modifying leadership styles and behaviors, and nurturing the right firm-level cultural characteristics, results in sustaining their competitive advantages in nowadays dynamic and highly competitive global market (Dess & Picken, 2000; Teece el al., 1997).

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The language of 10-K reports

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Abstract

The theory of the post-emotional-self and post-emotional society proposes that the industrialized world has become a society in which emotion has become separated from action and feeling. Actors become adept at expressing emotions appropriate for a given social situation. If this were the case, then the language used over time should reflect a change in emotions from inner feelings, to outer directed signals designed to influence and manipulate. To test this hypothesis, we analyze the text of 10-K reports, detailed objective records of financial performance filed annually by a publicly traded company. We employ the text analysis software Linguistic Inquiry and Word Count (LIWC). This considers language in terms of analytical thinking, clout, authenticity, and tone. Our findings largely confirm the rise of the post-emotional society and offer intriguing insights into the direction of how language is changing. Implications for the theory and practice of corporate communications are discussed.

Keywords: post-emotional self; 10-K reports; LIWC

Organizations, and business firms in particular, communicate with stakeholders in two fundamental ways. First, in what we might term "voluntary communication", they can direct the messages that they desire to disseminate, in order to achieve organizational objectives such as informing, persuading and reminding their publics. Second, in what we might term "involuntary communication", many organizations are required by law under certain circumstances to communicate formally with stakeholders such as customers, suppliers, investors and the government. For example, listed companies are required to file annual reports and to distribute these to shareholders, and in the USA listed companies are also required to file 10-K reports to the Securities and Exchange Commission (SEC). While it would be obvious that the nature of voluntary communication will inevitably change over time as circumstances within the firm and its business environment evolve, it is interesting to consider whether the nature of involuntary communication will also change.

The aim of this study is to:

Show that the nature of involuntary or mandated corporate communication does indeed change over time, using evidence from a very large data set and explain these changes using Mestrovic's (1996) theory of the post-emotional self and post-emotional society.

Two research questions are posited in line with this aim:

RQ1: When communication is dictated by law or other formal requirements, will it stay the same over time?

RQ2: When communication is dictated by law or other formal requirements, will it change over time to reflect changes in politics, technology and the changing norms and values of society?

Background

Mestrovic's (1996) theory of the post-emotional self and post-emotional society has been used to explain changes in society and how firms attempt to accommodate these changes in their strategies and in their communication. Mestrovic's theory of the post-emotional self contends that the industrialized world has become, essentially, a post-emotional society. According to Mestrovic (1999) the post emotional self, the social actor who embodies the post-emotional society, has a number of defining characteristics: it is superficially nice; it is conspicuously emotional, and it is adept at expressing emotions appropriate for a given social situation and verbalizing these emotions in politically correct ways; it is manipulative, so that authoritarianism is replaced by emotional manipulation as a means of control; it is socially adept, everyone is their own corporate communications expert; and, it views the fake or synthetic as normal – both in terms of social interaction and community. Sentiments are carefully manufactured so that one does not reveal to others the knowledge that one is participating in empty gestures, and emotion and action become disassociated. The postemotional self is more concerned about image within the peer group than the actual facts or principles of a given situation. We propose the corporate communications, both voluntary and involuntary, will reflect the rise of the post-emotional self over time.

Methodology

We collected our data from EDGAR, the Securities and Exchange Commission's (SEC) Electronic Data Gathering, Analysis, and Retrieval (EDGAR) website (www.sec.gov) filed for the period 1994–2017, a 24-year period. We downloaded all the 10-K filings from business-to-business firms using SIC codes rather than business-to-consumer (B2C) firms since this would provide a stricter test of the theory of the post-emotional self. We reasoned that B2C firms

would be more likely to communicate issues that would reflect changes in consumer society whereas B2B firms, catering as they do to the needs of more rational organizational buyers might be less likely to do so. In total we gathered 980,000 10-K reports, for an average per year of 40,833 over the 24 years from 1994 to 2017.

The files containing each of the years for which data was gathered were analyzed using LIWC, an automated text analysis software, the development of which is described by Pennebaker and his colleagues (Pennebaker et al., 2001; Chung & Pennebaker, 2012). Our reasons for this were three-fold: First, we sought to use text analysis software that was solidly grounded in theory. Second, we required stable software that could handle and process very large numbers of documents simultaneously. Third, we wanted software that would produce meaningful results that could be directly related to the problem at hand, namely whether the nature of corporate communication changes over time. LIWC calculates four summary variables for a piece of text, namely, analytical thinking, clout, authenticity, and emotional tone. Each of the summary variables are algorithms made from different LIWC variables based on previous language research (see Pennebaker et al., 2015).

Discussion

While 10-K reports are formal legal documents that companies are required to produce regularly, the communication contained within them has changed over time in some clearly observable ways. Obviously, they will be highly analytic in nature, and this is still so; however, the extent to which they are analytic has declined slightly over time. As the analytic nature of the documents has declined, the dimensions of Clout and Authentic have risen markedly. With regard to Clout it is clear that the companies studied have become more other-directed over time, and that in doing so are communicating social status, confidence, and leadership. With regard to Authentic, the results show that in their 10-K communication, companies are attempting to appear more genuine and trustworthy, honest and humble. These findings are consistent with the predictions of post-emotional theory. We argued that post-emotional theory would predict a decline in the use of analytical language, and a rise in the use of clout and authentic speech.

Implications for Theory and Practice

These findings have a number of implications for the corporate communications practitionerand research communities. First, even in areas of highly structured, formal, mandatory reporting, such as the 10-K reports we studied, post-emotional language is becoming increasingly common. Corporations may be unwittingly contributing to the wider emerging post-truth crisis (Berthon & Pitt, 2018). Second, from a corporate communications perspective this suggests that firms are consciously or unconsciously crafting communications to fit or resonate with the social contexts within which they operate. Formal reporting both communicates factual information and increasingly tries to influence perceptions by using emotionally laden language rather than reasoned argument. Finally, firms not only reflect society, they shape society; it is incumbent upon more enlightened managers to use language with great care: language may not create reality, but it does shape how we see it.

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Uncovering the bright and dark sides of innovation on firm- and customer-related performance

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Abstract:

Innovation must create value for two key stakeholders: shareholders and customers. However, while shareholders are concerned about the extent to which innovation activities impact the production cost, customers are focused on the potential of innovation activities to satisfy their needs. This problem has confounded managers about the benefits of innovation to firm- and customer-related performance outcomes. We attempt to highlight the bright-side of innovation and those that demonstrate a dark-side (less bright) on manufacturing firms' production costs, and customer satisfaction. Following previous research, we differentiate between radical and incremental innovation. Drawing on a multi-informant dataset collected from B2B manufacturing firms and their customers, we show that while radical innovation significantly drives down production cost, it negatively affects customer satisfaction. The results also show that while the effect of incremental innovation on production cost is not significant, manufacturing firms with a higher level of incremental innovation have higher levels of customer satisfaction.

Keywords: radical innovation, incremental innovation, production cost, customer satisfaction

Motivated by intensive resource consumption and accelerating market competition, manufacturing firms have started to grasp the importance of innovation to not only reduce their production cost, but keep pace with customers' changing preferences to satisfy their needs (Epicoco, 2016; Gunday et al., 2011). However, innovation may not hold great promise for both production cost of manufacturing firms and their customers' satisfaction at the same time. For instance, while application of a new production process may reduce production cost (Kyriakopoulos et al., 2016), the resulting product upgrade may necessitate significant learning by customers and modifications of their manufacturing process, thus generating adoption barriers among them (Stock and Zacharias, 2013). The positive and negative consequences of innovation activities on a firm's production cost and its customers' satisfaction confound managers who want to determine where they should devote their resources to ensure reaping the benefits of their investments in these activities.

The literature distinguishes between two types of innovation – radical innovation, reflecting a departure from existing products and processes within a firm or industry, and incremental innovation, reflecting minor adjustments or improvements to current products and processes (Fernhaber and Patel, 2012; Forés and Camisón, 2016). Despite the importance of identifying the consequences of innovation activities, there is a lack of conceptual and empirical clarity pertaining to unpacking the mechanisms by which radical and incremental innovation influence firms' production cost and their customers' satisfaction. From a conceptual perspective, while some authors argue radical innovation generate more positive performance outcomes than incremental innovation (e.g., Baker et al., 2014; Ruberà and Kirca, 2012), others decry the riskiness of radical innovation and caution that its technological complexity may turn customers away (Calantone et al., 2006; Sorescu and Spanjol, 2008).

The aim of this study is:

To highlight both positive and negative effects of radical and incremental innovation on firms' production cost and their customers' satisfaction.

We address four research questions in line with this aim:

RQ1: Does radical innovation reduce a firm's production cost? **RQ2:** Does incremental innovation reduce a firm's production cost? **RQ3:** Does radical innovation contribute to customer satisfaction?

RQ4: Does incremental innovation contribute to customer satisfaction?

Methodology

The data for this research were obtained from a matched data collected from B2B manufacturing firms in Iran (production managers) and their business customers. Our dyadic data structure minimized concerns over single source bias. Overall, from 140 firms, we received 658 usable surveys, which included 370 production managers and 288 tier-one business customers. The sample covers firms from a broad range of industries including; Petrochemical (32.7%), Iron and Steel (15.5%), Cement (13.6%), Tire and Rubber (13.6%), Oil and Gas (7.3%), Electronics (7.3%), and others (10%).

We drew on existing literature to identify valid measures, and, where necessary, adopted those measures to our research context. In the production manager survey, radical and incremental innovation items were drawn from the work of Lin et al. (2013), using three items for each. As part of the survey design, respondents were provided a short description of radical and incremental innovation and an example for each. Additionally, production managers responded

to three newly developed items to measure production cost. Key business customers of each firm responded to three items measuring customer satisfaction derived from Walsh and Beatty (2007). Preliminary analysis for this research was conducted and the results showed that our theoretical constructs exhibited acceptable psychometric properties.

Results, Discussion and Contributions

To test the hypothesized relationships, we employed the principles of hierarchical moderated regression analysis and developed different models to test the proposed relationships in the research model. The result showed that there is a positive and significant relationship between radical innovation and reduction in production cost (β =.22, ρ <.05). However, contrary to expectations, the effect of incremental innovation on production cost reduction was not significant. Regarding customer satisfaction, the results confirmed a negative relationship between radical innovation and customer satisfaction (β = -.26, ρ <.05), failing to support the expected relationship. Additionally, the results revealed that incremental innovation is positively related to customer satisfaction (β =.20, ρ <.05).

These findings contribute to the marketing literature by being among the first to demonstrate that shareholders and customers of the same firm evaluate its innovation activities in different ways. The findings of this research show that radical innovation is a critical input to increase the efficiency of production process in manufacturing firms. Furthermore, radical innovation negatively affects customer satisfaction. This finding is consistent with prior research that decries the riskiness of radical innovation and even caution managers that "going after breakthrough innovations may be glamorous, but mounting evidence suggests that's the last growth strategy you should try" (Treacy, 2004, p.29). In advancing the literature, our findings further show the critical role of incremental innovation in improving customer satisfaction. The findings of this research contradict the assumption of prior literature that mainly argues radical innovation holds greater promise for firm performance than incremental innovation (e.g., Baker et al., 2014; Beck et al., 2016; Ordanini and Parasuraman, 2011). It appears that both radical and incremental innovation are vital to business success but in different situations. In addition, by integrating the manufacturer - customer dvad into our perspective, we gained a more externally valid picture of the precise customer reactions to innovation practices of manufacturing firms and corresponding satisfaction effects and changes.

Implications for Practice

Our research has important implications for the increasing number of manufacturing firms that extend their innovation activities. Our findings are a reminder to managers of manufacturing firms that neither radical innovation nor incremental innovation can be beneficial in all circumstances. If a manufacturing firm wants to decrease its manufacturing cost dramatically, we suggest more emphasis be placed on developing radically new ideas and insights. Similarly, if a firm seeks to increase customers satisfaction, investment in incremental innovation may be more beneficial. As such, we encourage upper-level management teams and especially CEOs of firms to put in place education and training for managers in production departments to better grasp the advantages of both radical and incremental innovation for the superior performance and how to manage their units to maximize both outcomes.

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Herding cats: Can an internal marketing strategy help academics achieve research excellence?

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Abstract:

This paper seeks to answer this question by examining the implementation of marketing strategies for research in the university sector. We find that individual motivation, especially persistence and in some cases public service motivation, is linked to research performance. This, along with the role of experience and academic level, suggests that a resource-based view of strategy may be more appropriate for managing human assets and building capabilities, rather than an implementation of a grand plan.

Keywords: Marketing Strategy; Internal Marketing Orientation, Internal Marketing

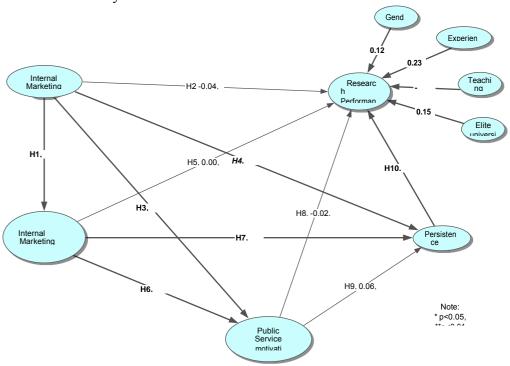
Practices: Public Service Motivation: Persistence

As universities are service organizations, it would also seem to be vital to understand if at all, the support of academic staff is vital for the university to achieve its mission and objectives. Indeed, there is a growing stream of research which suggests the most important means to increase research performance, for example, is to merely provide greater autonomy for academics, rather than implement any grand plan (Sutton & Brown, 2016; Wood, 1990; Zhang, 2014). This paper, therefore, examines how important staff support of university strategies is in predicting performance (in this case teaching as well as research outcomes) against the motivations of staff, such as their motivation to the broader society (called public service motivation) and their persistence to excel in the long term.

Key research question: Do the conditions of internal service marketing in universities encourage academic research performance?

Background and/or Conceptual Model

Figure 1 shows the conceptual model and results of the study, which serves as a basis of guiding the discussion and the development of hypotheses. Figure 1: Conceptual model and results of the study



Internal Marketing Orientation (IMO)

IMO takes the market orientation concept and shifts its focus to an organization's internal 'customers'; its employees, through a set of managerial behaviors which aim to improve the employee experience with management (Piercy, Harris and Lane, 2002). The suggested hypotheses for IMO, with internal marketing practice (IMP), research performance, persistence and PSM (public sector motivation) are shown in Figure 1, along with other parts of the model.

Internal Marketing Practices (IMP)

Rafiq & Ahmed (2000, p. 54) formally define IMP as "the planned effort using marketing as an approach to overcome organizational resistance to change and to alight, motivate and interfunctionally coordinate and integrate employees towards the effective implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer oriented employees. In this sense, IMP is very similar to

inter-functional coordination in marketing strategy, which is seen as an essential part of any implementation of a strategy.

Public service motivation (PSM)

PSM is the motivational force that induces individuals to perform meaningful public, community and social service." (Brewer & Selden, 1998 p. 417). Previous research on Public Service Motivation (PSM) indicates that some individuals are more likely than others to perform or have a desire to achieve, public service (Brewer, Selden & Facer, 2000).

Persistence

Persistence can be defined as "the individual's determination and willingness to perform a task before and during the performance of the task," (Yildir, 2005, p. 113). It has been linked with individual success for well over one hundred years. Galton (1892) and Cox (1926) both identified persistence, in some form, as being a factor contributing to the success of individuals achieving above-average success in their pursuits. McLaren (2004).

Methodology

The sample

Data was collected by self-completion of survey emailed to 6000 academics in Australia and New Zealand. 492 useable responses were collected. Most respondents were employed in Australian universities (82%); 58% of respondents were women, around Most disciplines were represented in the sample with Commerce and Management studies making up 29% of the responses followed by Medical and Health sciences (22%), being the most highly represented. Seventeen percent of respondents were professors, and 29% were employed as lecturers (or assistant professors).

Measurement

All scales were based on previous research. The IMO measure was based on research by (Lings & Greenley, 2005) and included items covering the five dimensions of the construct. The first being Informal Information Generation, for example, "When at work, my head of department/school tries to find out what employees want from the university". The second, Formal Face-to-Face Information Generation, e.g., "In this department/school, we have regular staff appraisals in which we discuss what employees want". The third dimension was Formal Written Information Generation, for example, "In this department/school we survey our employees at least once a year to assess the quality of employment". The fourth dimension of measurement was Information Dissemination, and this consisted, for example, of items such as, "My head of department/school regularly meets with all staff to report about issues relating to the whole department/school". Finally, the fifth factor measured Information Responsiveness. A sample item under this dimension was, "In this department/school when employee feedback indicates that they are dissatisfied with the status quo we change what we are doing".

The measurement of IMP was based on research by (Gounaris, 2008; Gounaris, Vassilikopoulou, & Chatzipanagiotou, 2010). This consisted of three dimensions: Participative Decision Making, e.g., "Professors, Deans and Heads of Departments tend to hammer out issues together in this university"; Empowerment, "My head of department/school allows me a high degree of initiative"; and Communication Formality, "Contact with management and my head of department/school is on a formal, pre-planned basis".

PSM was measured according to research by (Kim, 2006; Perry & Wise, 1990) and consisted of four dimensions: Attraction to the Public Service, Commitment to Public Values,

Compassion, and Self-Sacrifice. The measure of persistence was based on the Short Grit Scale, developed by (Duckworth & Quinn, 2009), which consists of the two dimensions of Consistency of Effort and Perseverance of Effort. To measure research performance, we used log transformations of research activity in the last five years. This included the highest impact factor of a journal published in the previous five years, citations in the last five years, total publications and research grants, in Australian dollars. We also included a number of control variables in the model (experience, being a member of an elite university and gender).

Results, Discussion and Contributions

As many measures had multiple dimensions, to facilitate greater ease of interpretation of the results, a three-stage measurement process was undertaken to reduce the number of factors. As recommended by Kock (2011), after the initial analysis of factors all the measures using Warp PLS, factor scores for each dimension were saved and then inputted into the second analysis of higher order factors. This allowed the measurement properties of all the original measures to be retained and provided greater ease of examination of the hypotheses of the study. Table 1 shows the final set of measures used in the analysis. The final path model is shown in Figure 1.

Support was found for H1 (IMO \rightarrow IMP, β =0.72, p<0.01), H3 (IMO \rightarrow PSM, β =0.10, p<0.05), H6 (IMP \rightarrow PSM, β =0.13, p<0.01) and H10 (Persistence \rightarrow Research, β =0.14, p<0.01). Research performance was also positively influenced by being male (β =0.14, p<0.01), working in an elite university (β =0.15, p<0.01), greater experience (β =0.23, p<0.01) and was reduced by higher teaching loads (β =-0.27, p<0.01).

Support was not found for H2 (IMO \rightarrow Research), H5 (IMP \rightarrow Research), H7 (IMP \rightarrow Persistence), H8 (PSM \rightarrow Research, though there are some essential disciplinary differences) and H9 (PSM \rightarrow Persistence). Overall research performance was reasonably well explained by cross-sectional research with an R2 of 0.21. The goodness of fit (GOF) index of 0.412 suggested a robust measurement and predictive model (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). Generally, the models with a GOF less than 0.1 have a poor model fit, equal to or above 0.25, show a medium or acceptable fit, while a good model fit is a GOF equal to or above 0.36

Table 1: Final measurement model after factor scores are inputted

Internal Marketing Orientation. 5 items. Cronbach $\alpha = 0.78$; AVE=0.67.	Loading
Informal information generation	0.82
Formal face to face information generation	0.87
Formal written information generation	0.66
Information dissemination	0.84
Information responsiveness	0.87
Internal Marketing Practices 2 items. Cronbach $\alpha = 0.78$; AVE=0.82.	
Participative decision making	0.91
Empowerment	0.91
Public Service Motivation 4 items. Cronbach $\alpha = 0.84$; AVE=0.67	
Attraction to public service	0.80
Commitment to public values	0.73
Compassion	0.86
Self-sacrifice	0.89
Persistence 2 items. Cronbach $\alpha = 0.49$; AVE=0.65 (composite reliability=0.79)	
Consistency of effort	0.81
Perseverance of effort	0.81

Implications for Theory and Practice

The results thus show that across the board that broad marketing strategies for research performance is problematic. Instead it is the capability of staff in terms of experience and persistence that determines research performance. Our results found no support for a positive relationship between IMO and performance (Lings & Greenley, 2009; Sahi, Lonial, Gupta, & Seli, 2013; Yanfeng, Chao, & Guang, 2011) and for this in not-for-profit organizations, such as universities (Modi & Sahi, 2018; Sefora & Mihaela, 2016). A possible explanation is that these previous studies did not consider the diversity of employee roles and sub-cultures that exist in complex organizations like universities or professional services or creative firms.

Appealing to the overall sense of purpose through the PSM of staff, unlike previous research (Brewer and Selden 2000 and Jensen and Vestergaard 2017) was also not found to increase their performance. These results though do show that like past studies in higher education, the link between PSM and performance is problematic (Jin, McDonald, & Park, 2018) and depended vary much on the fit between the individual and organization in terms of belief in the organizational mission (van Loon, Kjeldsen, Andersen, Vandenabeele, & Leisink, 2018) and confidence in the organization (Cooper & Reinagel, 2017; Miao, Eva, Newman, & Schwarz, 2019).

People in professional services and creative organizations may resent being guided by management or contributing directly to the mission of the organization. The results for IMP and performance, also mirror this result, where unlike in previous studies (Grissom, 2012; Ionuţ, Gheorghe, & Iulia, 2015; Quester & Kelly, 1999; Yafang & Ta-Wei, 2008). IMO though, is not without benefits. Both our results suggest IMO helps build persistence with academics, which in turn benefits performance. It may be simpler and more effective to build capabilities in complex service organizations, where people have diverse roles and jobs than to encourage them to follow a set strategy. Future research may wish to examine if the same is the case for professional and creative firms in the private and public sector.

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Actor participation in rural place branding processes

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Abstract:

Many rural places adopt place branding practices to improve their reputation. Yet, rural place branding has received less academic attention than cities. This study aims at determining how different types of rural places impact on actor participation in place branding processes, whereby the focus is on the administrative delineation of the place. Eleven rural places in Denmark, representing different administrative status, were included in this exploratory study. Focus groups and interviews with representatives of these places were conducted. The results reveal that the distinction between administrative and non-administrative rural places affects actor participation regarding two aspects: the existence of a focal actor and the degree of involvement of various stakeholders. The findings provide local place branding decisionmakers with knowledge about the stakeholder constellations and their engagement in rural place branding processes. Future research should investigate the reasons for these different stakeholder constellations, e.g. stakeholders' motivations for participation.

Keywords: place branding, actor participation, rural places

Rural places all over the world are facing a number of challenges, not least because of globalization, urbanization and demographic changes (Horlings & Marsden, 2014). In order to compete for tourists, investments and residents, rural places need to improve their reputation (Sørensen, 2018) and many have therefore started branding initiatives. Rural places represent a specific context, with specific stakeholder constellations, resources and institutional arrangements (Vargo & Lusch, 2016). It is therefore assumed that rural place branding processes will be distinct from those of cities.

While larger cities often adopt a corporate branding approach (Kavaratzis, 2012) and rely on a strong central organization, in rural places, such a central actor regularly does not exist. Instead, various stakeholders collaborate in the place branding process (Vuorinen & Vos, 2013). Hence, it is important to understand actor participation in rural place branding processes, i.e., which actors participate and how they are involved. However, rural places are not homogeneous (e.g. Halfacree, 1993). They have specific characteristics and are embedded in different contexts. The aim of this study is therefore to investigate the relationship between type of place and actor participation in place branding. The following research question is addressed:

RQ: How does the type of rural place determine actor participation in rural place branding processes?

Theoretical Background

Rural places differ in their size, administrative authority, and existence of institutionalised delineation. Examples of different types include specific administratively delineated villages (e.g. Vik & Villa, 2010), towns (e.g. Gibson & Davidson, 2004), municipalities (e.g. Lee, Wall, & Kovacs, 2015) and regions (e.g. Martin & Capelli, 2017). Other places share sociocultural, natural or historical commons, but do not necessarily correspond to a delineated administrative territory. These can be smaller communities (e.g. Wheeler, Frost, & Weiler, 2011), groupings of municipalities, sub-regions (e.g. Giovanardi, Lucarelli, & Pasquinelli, 2013) or even crossborder regions (e.g. Domínguez García, Horlings, Swagemakers, & Simón Fernández, 2013). Since the territorial size and constellations of places, and especially their administrative embeddedness might lead to different constellations of power and legitimacy of the place's stakeholders, it can be assumed, that the type of place matters for the participation of various actors in the place branding process.

Four general types of actor participation in rural place branding can be identified in the literature. The first type is a rather top-down approach, in which a focal actor, often a local council, initiates and leads the branding process (e.g. Porter, 2013). In many cases, a consultancy is used to support. The second type is characterized by leadership of a focal actor, that cooperates with few, often important, local stakeholders (e.g. Michelet & Giraut, 2014). In the third type of process, there is still a coordinating focal actor, but this actor collaborates with a broader group of local stakeholders. Hence, it is a more cooperative approach to place branding (e.g. Donner, Horlings, Fort, & Vellema, 2017). The fourth type is the most participative approach. In this type of process, the initiative itself comes from individual local stakeholders, such as farmers (e.g. Donner et al., 2017), or local entrepreneurs (e.g. Blichfeldt & Halkier, 2014) and a broad part of the community participates in the branding process.

Methodology

An exploratory qualitative method was applied to provide insight into the role of the type of place for actor participation in rural place branding processes. Through convenience sampling,

17 participants were invited to a workshop. These represented nine different rural places in Denmark, including municipalities, islands, small rural areas, regional organizations and consultants. Participants were divided into three focus groups, each moderated by a researcher, in which the participants' approaches to their respective place branding initiatives were discussed. In particular, participants were asked to highlight, which actors are involved in their branding processes, how these actors contribute, and in which phases of the branding process they participate. To facilitate understanding and support the discussion, participants were further asked to visualize actor participation in their place branding process. An additional interview and e-mail correspondence covering the same topics with two more community-based rural place branding initiatives were conducted. Content analysis was applied to analyse the transcribed focus group and interview data (Krippendorff, 2013).

Results

In Denmark, only some bigger islands and municipalities are distinct administrative units, while most islands, villages and rural regions do not have a separate local administration. The analysis of the focus group interviews reveals that places with and without their own administrative authority differ in actor participation in their place branding processes.

In the administrative places, the local authority is always the focal actor that steers the place branding process. The focal actor is regularly supported by a consultancy, that is responsible for involving other stakeholders in the process, typically through meetings, focus groups and interviews with the local community. The main purpose of the broader stakeholder involvement is to identify values, that are shared by the community and that can serve as an identity to build the place brand on. However, the focal actors' motivation to involve other stakeholders is mainly to ensure legitimacy rather than providing a direct value to the community.

The non-administrative places generally apply participatory approaches, in which the local businesses and the place residents are highly engaged in the place branding process. A focal actor as well as public authority support for the place branding initiative are typically absent. Different types of stakeholders (e.g., local businesses, residents, non-profit organizations, etc.) often collaborate closely and are highly involved and engaged in the place branding process. Furthermore, the participating actors do not necessarily seek legitimacy for the branding but are rather interested in capturing individual and collaborative value from it.

Implications for Theory and Practice

This study shows that actor participation in rural place branding processes differs depending on the type of place. More specifically, it has been shown, that places, that are administrative units at the same time, typically apply rather top-down place branding processes dominated by a focal actor, whereas branding processes in places without administrative delineation are characterized by broad stakeholder involvement and high levels of collaboration among them. Those involved in place branding should therefore be aware of the variations between different types of rural places when starting a place branding initiative.

While this study shows the relationship between type of place and actor participation in place branding, future research should provide a better understanding for the reasons of these different stakeholder constellations and for example investigate stakeholders' motivations to participate in place branding processes depending on the type of place. Furthermore, the influence of other contextual factors determining the type of place, including size, geographical location and distribution of the place's population, on the type of place branding process and actor involvement herein should be investigated.

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How storytelling impacts branding for craft beer

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Abstract:

This paper explores millennial consumers' perceptions regarding how brand storytelling can contribute to building brand equity for the craft beer industry. Since time began, stories provided deeper meaning of life, uniting cultures and fortifying religious beliefs. People like to experience life through stories since they enhance relationships, serve as learning tools and help build an all-important sense of community. The study adds value to academics by extending the literature about storytelling and examining the 'Extended Transportation-Imagery Model' (Van Laer et al., 2014). The research enhances craft beer brewers' understanding of how storytelling can build their brands while targeting the fickle needs of millennials. This group, 21-34 year olds are credited for being trend hunters, value conscious, purchasing organic and healthy and also noted for spending more on craft beer each month than they do on their mobile phones and utilities (Settembre, 2019) becoming a profitable and growing segment to target.

Keywords: Branding; Storytelling; Millennials

Introduction and Research Aim

The aim of this paper is to explore consumers' perceptions regarding how brand storytelling can contribute to building brand equity for craft beer. Since the beginning of time, stories have been told and have provided individuals with a deeper meaning of life (Fog et al., 2010), uniting cultures, fortifying religious beliefs and traditions. Stories help humans make sense of themselves. People like to experience life through stories since they enhance relationships, serve as a learning tool and help build an all-important sense of community (Brooker, 2018). Storytelling plays an active part in developing intangible, positive associations with a brand. An increasing number of craft beer breweries are beginning to recognise the benefits of incorporating storytelling as part of their marketing strategies. Storytelling amongst alcohol brands has accelerated in recent years, particularly within the craft beer industry (Mintel, 2017). Beer consumers, particularly millennials are shunning mass produced traditional beer brands due to their overwhelming homogeneity, while seeking locally produced craft beers with greater quality, taste and uniqueness (Hede and Watne, 2013; Marck, et al., 2016)

Serving millennials and focusing on storytelling are two topics that require a change to marketing strategies. Storytelling creates a unique brand identity and is a key promotional strategy. "Goods and services are becoming increasingly indistinguishable, almost identical; the only thing that separates them is the story behind the brand – be it genuine or fabricated. the accompanying story gets told and retold. End of story" (Brown 2016, p 68). In essence, "a brand is a product or service with a story attached" (Stern, 2006, p 217). Previous research on brand storytelling has focused on cosmetics brands (Lundqvist, 2013), fashion brands (Kretz and De Valck, 2010), tourism (Pera, 2017), and education (Coventry, 2008). However, it is apparent that there is a clear gap in research in terms of storytelling within the craft beer industry. In order to satisfy the research aim, the following objectives have been set:

- 1. To identify the different types of stories that exist within the craft beer industry and to explore the specific story elements used.
- 2. To explore consumer perceptions with regard to these brand stories and the extent to which it can build brand equity for craft beer brands.

Methodology

Fifteen in-depth interviews were conducted with British millennial consumers (aged 18-35) who are craft beer enthusiasts (Millennial Marketing, 2018). Data collection (October 2018-January 2019), analysis and interpretation of the data was completed solely by the authors of this paper. The interviews were transcribed verbatim and analyzed using the qualitative software package NVivo12 as a data management tool. NVivo software supports qualitative research and can analyze the data using powerful search, query and visualization tools designed to integrate data coding with qualitative linking, shaping and modelling. The main benefits of structured interviews are that researchers can move far beyond 'snapshots' of 'what' or 'how many' to probing questions relating to 'how' and 'why' type of questions and explore links between phenomena and real life settings (Miles and Huberman, 1994).

Discussion and Conclusion

The findings revealed that craft beer brand stories displayed similarities in content by conveying the principal beliefs and values of the brand, whilst also educating consumers about the brand's history and heritage. Additionally, it was apparent that the brand story elements previously mentioned within storytelling literature were also being implemented in the storytelling of craft beer brands. These included authenticity, humour, conciseness and reversal (Chiu et al., 2012). Elements of conciseness and reversal were less frequently used. This

research provides valuable insight for craft beer brands as to what is currently taking place within the industry in terms of brand storytelling and extant competition. However, as highlighted by Chiu et al., (2012), an understanding of these brand story elements and how they can influence consumer perceptions and assist practitioners in designing an effective story.

The interviews revealed that *authentic* and *humorous* brand stories positively influenced consumers' ability to understand a brand and recall it in future consumption scenarios, and thus led to higher brand salience. Furthermore, these story elements enabled consumers to easily identify the brand's personality and character. This resulted in stronger, more favourable and unique brand associations, achieving an enhanced brand image and overall improved points-of-difference in the minds of the consumers. Additionally, authentic and humorous brand stories had a positive effect on eliciting positive brand feelings and judgements, improving consumer reactions towards the brand.

Story elements encouraged noteworthy identifiable characters, fictional or non-nonfictional (Dessart, 2018), imaginable plot, positive behavioural loyalty and significant consumer engagement, which ultimately forged a deep and meaningful relationship between the brand and the consumer, thus achieving a higher brand resonance. Findings support the 'Extended Transportation-Imagery Model' which includes the attributes of the story and consumer as storyteller and story receiver antecedents (Van Laer et al., 2019). The model develops an understanding of the positive impacts that can be achieved through storytelling. The theory suggests that consumers who are transported during a story are more likely to form positive brand associations and attitudes (Yu et al., 2013).

Implication for Theory and Practice

This study presents its own contributions to the surrounding body of literature, and responds to Keller's (2009) call for continued research to better understand how brand storytelling can be effectively utilised to increase long-term brand equity. Building upon current storytelling literature alongside the use of Chiu's et al., (2012) essential story elements and Keller's (2009) customer-based brand equity model, this study has filled the research gap between brand storytelling and brand equity, providing valuable descriptive findings and rich insight, whilst also filling the void of academic research within the British craft beer industry. It is suggested that practitioners use digital brand videos when possible since millennials are more receptive to this form of storytelling (Van Laer, et al., 2019)

The research is consistent with previous literature regarding the positive effects of brand storytelling on consumer perceptions, including improved brand understanding and recall (Koll et al., 2010), positive brand associations (Lundqvist, 2013), strengthened consumer-brand relationships and loyalty (Yu et al., 2013), which allude to the creation of brand equity. While the research complements previous studies, it adds value to understanding specifically how different types of brand stories can significantly impact consumers and their perceptions towards a brand and subsequently the creation of brand equity, thus making further theoretical contributions to the area of brand storytelling. Furthermore, this study employed a qualitative research approach of consumer perceptions of brand storytelling, which was evidently lacking in previous literature. The study discussed, millennial consumers, craft beer and storytelling, three topics that have changed with the times reflecting the value of this study and how future research is needed to further appreciate the *winds of change*.

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Self-congruity: Self-concept as a multidimensional construct

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Short Abstract:

Consumers are driven to act in a way that is consistent with their self-concept. Self-congruity theory tells us that consumers use a psychological process to compare a brand image with their own self-concept as a means to achieve this consistency. Empirical research that incorporates self-congruity theory relies on the operationalisation of self-congruity as a unidimensional construct, comprising only personality traits. However, ample research in the psychology literature suggests that personality traits vary over time and across situations, and that self-concept is a multidimensional construct. This suggests an underlying need for marketers to expand research of the self-concept in understanding consumer-brand relationships. The purpose of this paper is to explore the psychological foundations of self-concept and then it suggests propositions that will facilitate the development of a multidimensional measure of self-congruity. Through expanding our understanding and developing such a measure, important implications emerge for academics and practitioners.

Keywords: Self-congruity, self-concept, brand personality

Branding consistency in the Australian wine industry

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Abstract

The Australian wine industry consists of over 20,000 brands, providing a myriad of choices across and within brands. Various extrinsic cues i.e., brand, region, variety, country of origin, awards, and winemaker influence consumers' purchases. While there is extensive research exploring the value of these extrinsic cues to consumers, there has yet to be exploration of how wineries are utilising one of the most valuable assets an organisation can own — its brand. Consumers use brands and their associated brand elements as a cognitive shortcut to filter out the clutter. Effective branding is mediated by its ability to cutthrough this clutter and build an individual brand identity via branding consistency. This study explores the extent to which wineries present consistent branding across its product portfolio, building a descriptive analysis of branding in the Australian wine industry and a method to measure brand consistency.

Keywords: wine marketing, branding Track: Strategic Marketing and Branding

Introduction

The Australian wine market is characterised by the many brands available to consumers. With 2,257 wine producers (The Australian and New Zealand Wine Industry Directory, 2019) and over 20,000 brands available (Tolley, 2005), consumers are faced with a wide range of complex choices. To further complicate consumer decision making, wine as a product has a number of choice cues on the label that impact consumer purchase decisions, including but not limited to; brand name, sub-brand name, region, grape variety, country of origin, awards, and winemaker (Lockshin and Hall, 2003; Bruwer and House, 2003).

Brands are built through consistency in branding (Romaniuk, 2018); and yet anecdotally, many New World brands do not appear to be using consistency in their brand identities. In this research, we focus on the consistency of on-pack brand elements (direct and in-direct) in the Australian wine industry. This research aims to document and quantify the degree to which Australian wine brands are consistent in their labelling across the SKUs in their portfolio. This study offers a new method to measure brand consistency, and will thereby build a foundation for marketers and researchers in understanding how consistent wine brands are across their product portfolios.

Background

There are two streams of research that need to be explored: 1) the current literature on extrinsic attributes in wine, and 2) brand identity. Consumers receive most information to inform a purchase decision from extrinsic cues that are on the label, including variety, region, country of origin, awards and brand name (Lockshin and Cohen, 2011). The primary source of information for consumers is the wine label (Barber, Ismail and Dodd, 2008). Most decisions are made quickly in-store (Chaney, 2000), with consumers demonstrating habitual purchase behaviour (Sharp and Sharp, 2016). While there is extensive research about how consumers value extrinsic attributes found on wine labels, there has been little investigation into branding or brand portfolio consistency of wine labels (Hollebeek *et al.*, 2007; Lockshin *et al.*, 2006). Using direct (brand name) and indirect branding (associated visual brand elements) on packaging can help build a unified brand identity across all consumer touch points and increase the likelihood of recognition and purchase (Gaillard, Sharp and Romaniuk, 2006; Romaniuk *et al.*, 2010; Romaniuk and Hartnett, 2010).

Brand identity broadly encompasses the elements that are associated with a brand. For the purpose of this research, brand identity are the visual elements that make a brand noticeable, i.e., colour, typeface, brand name, logos and imagery (Phillips, McQuarrie and Griffin, 2014). These elements can create unique associations with the brand which organisations seek to maintain (Jan Alsem and Kostelijk, 2008). Building these associations requires consistency across all touch points, including packaging (Romaniuk, 2018). The importance of building brand identity through consistency of packaging is based on the widely accepted Associative Network Theory of Memory (Anderson and Bower, 1973). Visual brand associations form part of a larger network in consumers' memories about brand information (Anderson and Bower, 1979; Collins and Quillian, 1969). A brand element's capacity to elicit the brand name and to be used as an identifying feature of the brand is affected by the number of times this association has been reinforced in the consumer's memory. Any inconsistent representation reduces the ability to form associations to the brand and would reduce the likelihood of retrieval in buying situations (Anderson and Bower, 1979). This research therefore investigates:

To what extent are Australian wineries consistent in using direct and in-direct branding elements across their product portfolio?

Method

As a test of the suggested brand consistency measure, a census sample of large Australian wineries that produced excess of 100,000 cases per year was used. Criteria used for selection included: Australian distribution; wine sold across three price tiers (\$5-\$20, \$20-\$30, and \$30-\$100), and including any of ten grape varieties from the 12 largest regions (Reeves, 2019). This ensured consistency in the sampling method and enabled comparisons within the brand and across region, price, and variety. For each winery, bottles were compared across label, font of brand name, logo, imagery, and capsule. For each element, the number of bottles that were consistent with each other was recorded. From this, two measures were calculated based on the average score shown across all elements present on wine bottles. The first is the average size of groups, where larger scores reflect greater brand consistency i.e. five identical bottles received a score of five and formed one group. This was calculated to account for varying consistency amongst number of groups i.e. two groups consisting of four identical bottles and one dissimilar bottle is more consistent when compared with a brand having two groups of two/three near-identical bottles. The second measure is the average number of groups, where one group represents consistency and five groups represents inconsistency. The two measures are averaged to determine an overall brand consistency score, with reverse coding of the average number of groups to account for a smaller number of groups indicating higher consistency.

Results, Discussion, and Implications

Initial testing across five brands shows the coding framework captured differences shown in wine brand consistency (see Table 2). Watershed (see Image 1) demonstrates nearly perfect consistency, while Peter Lehmann (see Image 2) demonstrates the least consistent branding.

Table 2. Branding Consistency Measurement

Table 2. Bi anding Consistency Measurement							
Brand	Average size of groups	Average number of groups	Brand consistency				
Watershed	4.9	1.1	4.9				
Tyrells Wines	4.2	1.7	4.3				
Shingleback	4.1	1.9	4.1				
Evans and Tate	2.7	2.6	3.1				
Peter Lehmann	2.8	2.8	3.0				
Average	3.7	2.0	3.9				

Image 1. Image 2.





















Preliminary results for large wineries confirm variation in the level of brand consistency, ranging from 3.0 to 4.9. The average consistency score was 3.9 out of five (S.D. = 0.8). This framework creates a benchmark for branding consistency in the Australian wine industry. It also enables further data analysis to examine the structure of branding, i.e. if branding is more consistent amongst price tiers. Providing descriptive analysis is an important step, as it lays the foundation for understanding how wineries leverage their brands across portfolios and extends brand analysis into wine academia.

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Evolving entrepreneurial ecosystems of co-operatives

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Abstract:

The purpose of this study is to examine the evolution of co-operative organizations and their entrepreneurial thinking to drive industry development. We employ a case study approach to examine the challenges that New Zealand co-operatives have experienced that drove drastic restructuring. The key findings illustrate that co-operatives follow two evolutionary paths: strengthening their strategic position as a co-operative by adapting to new market conditions or changing their ownership structure. We identified the main challenges that co-operatives face during times of upheaval: limited access to financial resources, worsening relationships with shareholders, lack of organizational structures and policies. Co-operatives employ entrepreneurial marketing strategies to manage their relationships with shareholders and customers, which enables them create global brands. This paper provides significant implications for managers whose vision of a co-operative is to become the industry global leaders. This paper also has significant theoretical implication, that is linking entrepreneurial ecosystems to entrepreneurial marketing.

Keywords: Entrepreneurial ecosystems, entrepreneurial marketing and co-operatives.

Introduction and Research Aim

"Ecosystems are a conceptual umbrella for the benefits and resources produced by a cohesive, typically regional, community of entrepreneurs and their supporters that help new high-growth ventures form, survive, and expand" (Spigel & Harrison, 2018: 152). Isenberg (2010) and Feld (2012) emphasize the importance of community and the emotional and financial support that various actors provide to entrepreneurs. The sense of community and relationships between different actors makes entrepreneurial ecosystems (EE) unique and sets them apart from clusters and simply innovative systems (Spigel & Harrison, 2018). The concept of EE emerged in the 1980s and has been applied in examining broader social, cultural and political environments (Dodd & Anderson, 2007). However, there is lack of empirical application to study EE more rigorously.

Co-operative organizational structures have a long historical legacy that were based on seven principles: Voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, cooperation among co-operatives and concern for community. These principles evolve as a result of changing market conditions (Kyriakopoulos, Meulenberg & Nilsson, 2004). A co-operative is viewed as a voluntary network consisting of individuals who own or control a business that distributes benefits on the basis of use or ownership where ownership is largely weighted equally across individual members (Altman, 2015; 2016).

Entrepreneurial marketing (EM) in contrast to traditional marketing is considered an opportunistic view to search for innovative ways to create value for customers, especially in dynamic markets (Morris, Schindehutte & LaForge, 2002; Morrish, Miles & Deacon, 2010). EM is linked to opportunity recognition and enables firms to proactively search for opportunities through innovation, risk-taking, and value creation for customers. Hence, this is a suitable approach examine the evolutionary path that co-operatives take during the era of change, and scarce resources (Morris, et al., 2002). EM also recognizes that customers and entrepreneurs are the key actors who should be incorporated into the firms' culture and strategies. Developing strategies and culture with key actors in mind is an important factor that enables the evolution of co-operatives in continuously changing market.

We investigate an important link between entrepreneurial ecosystems and entrepreneurial marketing. First, we evaluate the application of entrepreneurial ecosystems in organizational studies, particularly to co-operatives. We then, evaluate the contextual factors that influence evolution of co-operatives in New Zealand agriculture sector. In particular, we argue that New Zealand provides a unique contextual setting to examine entrepreneurial ecosystems of co-operatives in the agriculture sector because they highlight the sense of community among entrepreneurs who recognize the significance of building relationships with shareholders beyond financial. Furthermore, much literature examines the characteristics of successful entrepreneurial ecosystems in relation to broader economic structures (Alvedalen & Boschma, 2017). However, it ignores the importance of entrepreneurial ecosystems in creating a successful evolutionary path for co-operatives. Finally, this study provides recommendations for managers and industry stakeholders to address the challenges of managing co-operatives.

The aim of this study is:

To examine the future of co-operative ecosystems.

We address two research questions in line with this aim:

RQ1: What factors influence the evolution of co-operative ecosystems?

RQ2: How does entrepreneurial marketing influence the evolution of co-operative ecosystems?

Methodology

We employ a case study approach to study New Zealand co-operatives. Our case study relies on secondary data and observations, collected in 2019. We collected secondary data from companies' websites, newspaper articles and New Zealand Co-operative Association. As a result, we identified 31 co-operatives in agriculture sector and collected raw secondary data about the changes that these co-operatives have undergone. We also performed observations at international and local conferences, such as Boma New Zealand Agri Summit, Beef and Lamb New Zealand and 'Know Your Co-operative' seminar, in 2019. The secondary data and observations at the three events emphasized the significance of co-operatives for the New Zealand agriculture sector and the future directions that co-operatives are willing to take to create sustainable ecosystems.

We employed a thematic data analysis. At stage 1, we included open coding, during which we studied the raw secondary data and field notes of observations. During stage 2, we employed axial coding, which enabled us to identify the factors that influence the evolution of cooperative ecosystems. Stage 3 focused on examining how EM influences the evolution of cooperative ecosystems. As a result, we were able to answer the two research questions.

Findings, Discussion and Contributions

Findings and discussion in this study are closely linked to data analysis. First, we found that EE and EM are complementary when studying the evolution of co-operatives. We illustrate that in order for co-operative to create successful brands and become competitive in global markets, they need to strengthen their financial positions, invest in relationship building with shareholders and develop an entrepreneurial mindset. This enables successful co-operatives to evolve as the market changes. However, co-operatives that do not develop an entrepreneurial mindset and ignore the importance of shareholders, undergo changes in ownership structures and face the risk of foreign acquisition.

Second, we identified the main challenges that co-operatives face during times of upheaval and factors that drive their evolution: limited access to financial resources, worsening relationships with shareholders, and lack of organizational structures and policies. We found that co-operatives that overcome these challenges go through significant restructuring within their co-operatives and focus on strengthening their relationships with shareholders and move toward value adding activities. In doing so, they apply their entrepreneurial mindset to create successful brands.

Implications for Theory and Practice

This research makes a significant theoretical contribution. We found that EE and EM are complementary. For co-operatives to evolve successfully, they need to incorporate the two concepts in their structure and culture.

The study has two main practical implications. First, managers can use the findings from this study to fulfil their vision for their co-operative to become global leaders by adding value to their products and adapting to changing customer demands. Second, managers can develop strategies to manage their relationships with key stakeholders including shareholders and customers to create entrepreneurial ecosystems for their businesses.

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Differentiating consumer co-creation behaviour: The role of self-congruity and culture

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Abstract:

As superior value creation has long proven a cornerstone of effective marketing, co-creation as a way to remain competitive in the current market is a major topic of discussion in recent literature. Past research emphasises the company's role in this interactive relationship, however, minimal research has focused on developing customer-centred co-creation theory. Drawing on self-congruity theory and the concept of cultural orientation, this research proposes an integrative framework that offers a consumer perspective into the cultural determinants of co-creation behaviours. The proposed relationships suggest that a consumer's level of self-congruity and their cultural orientation determines the likelihood of engaging in co-creation behaviour with a brand. This research ultimately provides insight that can assist marketing managers in segmenting their target markets for the purpose of facilitating co-creation in this era of consumer-centric value creation.

Keywords: Self-congruity, Co-creation, Culture.

Scale development of reformist brand in Indonesia

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Abstract:

In recent years, Indonesia has undergone dramatic changes in leadership trend. Several politicians who were previously not known have gained national reputations due to their winning in prestigious elections. These leaders implemented innovative programs, have close relationship with the people, and were known to be capable in improving government quality of services. They were being seen as the new hope of the people and are known as the reformist. This research attempts to develop the scale indicators for a reformist based on the case of Ahok, Risma and Jokowi. The present research will explore the leaders' political brand image using both document studies and interviews to determine how do these leaders managed to attain the brand image of a reformist from voters' perspective. Results indicate three factors with high reliability scores which are leaders' qualities, program and citizens' engagement style.

Keywords: Political brand image, Leadership, Indonesian politics

Brand personality: Does excitement promote customer satisfaction

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Abstract:

Brand personality is an integral part of brand management. Firms spend a lot of marketing resources to personify their brands for the sake of creating unique identity. However, there is not much known about how an individual-brand personality dimension exercises its influence on customer satisfaction. A moderated-mediation model was developed to test the relationship between excitement brand personality and customer satisfaction in the contexts of utilitarian and hedonic consumption. Based on the survey results of 314 restaurant customers from five different brands, excitement was shown to has both direct and indirect effects on satisfaction. The indirect effect via perceived quality is more prominent in utilitarian consumption contexts while customer engagement magnifies the effect of excitement brand personality on customer satisfaction in the context of hedonic consumption. Implications to the theory and practice are discussed.

Keywords: excitement brand personality, customer satisfaction, a moderated-mediation model

Background of Research

Brand personality is a marketing metaphor to illustrate what personality a brand would have if it was a person. This concept calls for researchers' interests to its ability of humanizing firm's products and services. It enables marketers to create a unique identity against the competitive brands with similar functions and features (Kapferer, 2008; Keller, 2008). Given its practical values and influential roles on consumer behavior, a lot of research was done to investigate its dimensions as well as effects on brand trust and affect (Sung & Kim, 2010). Yet no definitive answer was obtained regarding to the total effect of an individual-brand personality dimension on customer satisfaction (Kim, Lee & Suh, 2015). As consumers tend to prefer the brand with similar personality as them and choose the brand with personality that they like (Park & John, 2010), will an individual-brand personality dimension promote customer satisfaction?

As an individual-brand personality dimension, excitement has been the focal of consumer and brand research due to its association with vitality, uniqueness and independence that underlie interpersonal relationship (Swaminathan, Stilley & Ahluwalia, 2009). Exciting brand is often personified as a cool and energetic character that attracts consumers and draws their attention (Aaker, Fourier & Brasel, 2004). Will a brand with excitement personality lead to a favorable perception of quality and engagement that drives customer satisfaction? Using trait-factor and motivation theories (Aaker, 1997; Hirschman & Holbrook, 1982), this research seeks:

To study the relationship between an individual-brand personality dimension and customer satisfaction with particular attention to how and when exciting brand promotes customer satisfaction in utilitarian and hedonic consumption context.

Following are the questions to be addressed in line with this research aim:

RQ1: Does an individual-brand personality dimension promote customer satisfaction?

RQ2: If yes, how this relationship is functioned?

RQ3: Is this relationship contingent on consumption context?

Methodology

A personal-administered survey was conducted in one large city at Asia to collect opinions of 314 patrons from five well-known restaurant brands. It is part of the design to collect raw data in a single city to minimize cultural variances. Three of these brands belong to a quick-service restaurant while the others are in the category of casual-dining restaurant. These two different types of restaurant practically create the needed utilitarian and hedonic consumption contexts for research (Ryu & Han, 2010). As discussed with restaurant managers, there are elements of excitement in communication and promotion of these restaurant brands. In other words, these restaurants are conceived as an exciting brand. Besides, they also actively engage customers before and after the purchase. All in all, these restaurant brands are appropriate for a research on brand personality, perceived quality, customer engagement and customer satisfaction in the context of utilitarian and hedonic consumption.

To construct a representative sample, the one-week fieldwork covered the patrons from day to night in the eight selected branches of these restaurant brands at various locations. About one-third of respondents were patrons of casual-dining restaurants. All responses were voluntarily. The effective response rate was 43.61%.

Questionnaire items were largely adopted from previous studies with minor modification to fit the current research. For instances, perceived quality was operationalized by a 3-item scale on restaurant services (Oh, 1999) while customer engagement was gauged by items on attention,

participation and connection (Vivek, Beatty, Dalela & Morgan, 2014). Following the practice of brand personality research, trait descriptors were adopted to measure excitement (Aaker, 1997; Sung & Kim, 2010). As all items were a global measure at the brand level, respondents were prompt to answer the questions based on their accumulated consumption experiences of past 6-month in a focal restaurant brand. Composite reliability and average variance extracted were all in an acceptable range indicating good psychometric properties of the scales in use.

Results and Discussion

Using Model 14 from PROCESS (Hayes, 2013), a regression-based analysis on each path of the model was carefully examined to identify any direct and indirect effects of exciting brand on customer satisfaction. It is indeed a moderated-mediation model that puts perceived quality and customer engagement in the centre to mediate the relationship between brand personality and customer satisfaction. The effectiveness of these mediators is truly context dependent that utilitarian (coded in 0) and hedonic consumption (coded in 1) each produces a different result.

Firstly, gender and age group of respondents were used as a covariate throughout the analysis to rule out any of their effects on outcome variables. Elder groups tend to give a higher score on engagement. Besides, an exciting brand drives perceived quality (b = .527, 95% CI = .432 to .622, p < .001) and customer engagement (b = .543, 95% CI = .450 to .635, p < .001).

Secondly, excitement personality was shown to promote satisfaction (b = .222, 95% CI = .121 to .323, p < .001) in the presence of perceived quality and customer engagement. Apparently, customer satisfaction is under the direct and indirect effects of excitement brand personality.

Thirdly, the significant interaction term is not sufficient to establish moderation of mediation claims. A 95% bias-corrected bootstrap confidence interval using 5000 bootstrap samples was computed to generate an index of moderated mediation on the effectiveness for each mediator under examination in a distinct consumption context (i.e. utilitarian vs. hedonic consumption). Both perceived quality (ind. = -.109, 95% CI = -.215 to -.007) and customer engagement (ind. = .157, 95% CI = .011 to .293) reported a range of confidence interval without zero indicating the existence of moderated mediation effect by consumption context. Based on these findings, one can eventually conclude that the indirect effect of exciting brand on customer satisfaction via perceived quality is more effective in the context of utilitarian consumption. The opposite result was found in customer engagement that as a mediator its effect is prominent only in the context of hedonic consumption.

Implications for Theory and Practice

This research study enriches our knowledge on individual-brand personality dimensions by 1) satisfying customers through an exciting brand; 2) identifying perceived quality and customer engagement as the mediators between excitement brand personality and customer satisfaction; and 3) showing the effectiveness of these mediators to be contingent on consumption context.

Implications to managerial practice are twofold: (1) Marketers can better satisfy customers by building a brand with excitement personality. Apparently, customer satisfaction is not the byproduct of perceived quality and customer engagement. Its origin lies in brand personality. (2) To fully capitalize the total effect of brand personality on customer satisfaction, marketers are advised to allocate resources based on consumption context. A favorable quality perception is conducive to direct the influence of brand excitement to customer satisfaction in utilitarian consumption. For hedonic consumption, it is a strong engagement with customers that spreads the effects of excitement brand personality to customer satisfaction.

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Dissecting organic growth: Share vs. category growth

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Abstract:

The strategic objective of marketing activities is to drive business growth by promoting the brands and products for the firm. Excluding mergers and acquisitions, organic growth is constructed by two elements: *Market Share Gain* and *Category Growth*. This research explores the boundaries of leveraging these two growth elements based on relative firm sizes within each product category. The results are derived from analysis of 37 consumer packaged goods product categories from the UK and US markets, covering 176 manufacturers over three to five years of data, post-2010. We show that business growth through market share gain is likely to benefit small firms, and that large firms will need to drive category growth to drive the business growth for the firm. Our study adds empirical support for businesses to set attainable goals for growth and that it is counterproductive for large firms to set unrealistic market share growth objectives. Without the knowledge of these norms, firms may focus on unproductive or unsustainable practices to achieve these market share objectives.

Keywords: Business growth, market share, category growth.

Heritage war site authentication: A supply-side perspective

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Abstract:

Heritage war sites' authenticity is important in developing destination image. But authenticity is influenced by the interplay between tourists' expectation and the sites' information. This paper investigates the authenticating practices of the war sites from supply-side perspective. Data was collected from field-trip observation, content analysis of the sites' promotional materials, and in-depth interviews with site guardians and tourists. Findings reveal the tensions in curatorial practices to maintain the site's authenticity while also commodifying the curation to appeal to different tourists' consumption experiences. Curatorial practices making the sites more authentic are certification of the sites, education of the sites' meanings, and staged setting. Practices deauthenticating the sites are the overt commodification and political use of the sites. The contextual understanding of the curatorial approach of war sites authentication contributes to the literature of heritage authenticity and entail adjustments in the sites' management and marketing to appeal to multiple segments of tourists.

Keywords: heritage, authenticity, authentication, supply side

Introduction

Tourism literature indicates a difference between the user-generated perceptions of genuineness— authenticity— of tourist sites and those promoted by official tourist brochures and travel guides (PaüL I Agustí, 2018). This is also true about war sites which are opened to tourist visitation (Henderson, 2000; Upton, Schänzel, & Lück, 2017). For the war sites in Vietnam, differences are found between the reviews of tourists on travel websites and information on the official websites of the sites and travel agents. The tension lies in the issue of heritage commodification (McIntosh & Prentice, 1999) that does not go hand in hand with site curators'effort to authenticate the war sites. With heritage commodification, authenticity of war sites is compromised for economic interests (Prideaux, 2003). Heritage sites' curators have control over the authorized authenticity of the heritage and tourism promotional materials. However, they should be aware of the effectiveness of their authentication toward the sites.

This paper, thus, aims to examine the social process that involve the managing and promoting of the heritage war sites in Vietnam that contribute to the sites' claim of authenticity. This paper seek to address the question: "How are site guardians authenticating the war sites?" Tourism literature has pointed out that heritage war sites have a controversial nature as tourists from different nationalities perceive the sites as the place of national pride or national disgrace according to their country's role in the conflict (Prideaux, 2007; Winter, 2011). When authenticity is to be achieved at destination with a rich history, understanding how management and marketing practices are making the sites more or less authentic is nescessary for managing the site's image for tourists.

Theoretical background

Authenticity and authentication are closely related to authenticating authorization, which is the formal act of certifying that a heritage site is genuine and original (Bruner, 1994; Xie, 2011). Smith (2006) notes that heritage authorization is a cultural and social process that privileges expert knowledge and regulates professional heritage practices. The tourism literature posit that authorized authenticating agents of heritages are international agency such as UNESCO or national agency such as governments (Braithwaite & Leiper, 2010; Llamas & Belk, 2011; Zhu, 2014). Lower level of authority like interpreters or tourist guides also authenticate the sites with their job performance (Coupland & Coupland, 2014; Leonard, 2011).

Heritage representation is very important for effective destination marketing (Moscardo, 2010). War site heritage representation includes certificates and awards which offer credibility of the sites (Owsianowska & Banaszkiewicz, 2015); material traces in landscape, historic buildings, artefacts (Coupland & Coupland, 2014; Jones, 2009; Varutti, 2018); photos presenting the reality of the war and the trustworthiness of the heritage (Lovelace, 2010; McMullen, 2018); stories or narratives as the sources of meanings of the sites (Bassano et al., 2019); and technology as interactive platforms of information about the sites (Dueholm & Smed, 2014; Timothy, 2018).

Site guardians accomplish conservation and management of heritage war sites to meet a range of needs (Timothy & Boyd, 2003). The conservation and management practices are the authentication of the sites as they endow or reinforce the originality or genuineness of the sites or tourism objects on sites (Cohen & Cohen 2012). However, Prideaux (2003) points to the pressure for heritage commodification when the heritage sites are partially funded by the government and rely largely on the revenue from visitors. Tunbridge and Ashworth (1996) sees the process of heritage commodification as one source of dissonance. During that process, selected aspects are highlighted while others are marginalized with the aim of offering a tourism product which best suit the needs of visitors. Commercial aspects resulting from heritage commodification come at the expense of authenticity because the heritage may lose its natural meaning and value (Halewood & Hannam, 2001; Waitt, 2000). Thus, this paper seeks to understand how war site curators manage this dissonance in their quest to create war site authenticity for tourists.

Research methods

We selected war sites in Vietnam for a case-study. The primary sources of data were 10 individual indepth interviews (McCracken 1988) with site guardians, including six curators and guides, and representatives of four travel agents. Extracts from 10 tourist interviews about the representation and interpretation of the sites are also taken into account when analysing the authentication by site guardians. This was supplemented by researcher's on-site observation, and analysis of promotional materials and electronic media that provide information about the sites. Data analysis was initially done by open coding in Nvivo and is now in progress of thematic analysis.

Findings

Our findings reflect the tensions in the managing practices of war sites' guardians. The awarded certificates to the war sites reflect the authorized authenticity of the places; the objective to educate visitors about the place in historical periods reflect an attempt to authenticate the sites; and the stage setting of artefacts is another way to make the sites authentic. As the sites are primary locations where historic events happened and artefacts are original, their physical display in an order of time is predetermined by the site curators, thus results in staged authenticity (Chhabra, Healy, & Sills, 2003). Thus the authentication by certification, education, and staged setting include site guardians' efforts to make the war sites more authentic.

On the contrary, heritage commodification and political use make the sites less authentic. From the observation and narratives of the curators and tourists, Vietnam war sites are nowadays tourist attractions with admission fee for visitors, which partially relieve the sites from financial pressure. What is more commodified and essentially affect the sites' authenticity is that the sites have developed into somewhat entertaining places. Landscapes are made more relaxing and comfortable for visitors, more services and overtly touristic activities are offered. In addition, heritage interpretation is bound to follow a core version that must be approved from top down,

i.e. from the local government to the curators and to the interpreters. Such heritage abuse (Finkelstein, 2000; Lowenthal, 1996) is also detrimental to the sites' meaning as a representation of the past.

Data also reflect the tensions between the site guardians and tourists in terms of perceived authentic past. An example of such a tension is that tourists think the sites' formal interpretation is one-sided. The sites' interpreters or guides meanwhile think the interpretation is true to history but manage to provide customized interpretation to different tourist segments according to their national origin. The curators' narratives reveal that war sites' representation and interpretation are open to change, reflecting their attempts to minimize such tensions following the feedback of visitors. However, authenticating practices from the supply-side are still politically bound, i.e reflect the Vietnam perspective on the recent wars.

Discussion

The findings in this study provide theoretical insights into the conceptualization of authentication in warfare tourism by considering the supply side. Through this, the study enhances understanding of the curatorial approach (Garrod & Fyall, 2000) of authentication process. We argue that heritage authentication does not rely only on the expert knowledge or declaration of the authorized institutions. Rather, site guardians keep negotiating their claim of authenticity of the sites in different ways to respond to the visitors' experience and opinions about the sites showing that authentication practices are dymanic.

Practically, heritage sites usually attract a mix of domestic and international tourists. Because war sites embrace delicate layers of meanings and provoke different feelings, interpretation must be carefully handled, balancing respect but still trigger interest of visitors (Babić & Bingula, 2015). This study, therefore, has important implications about the effect of the authentication process on the place reputation of war sites.

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SD-Logic, customer development, innovation, and entrepreneurial marketing

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Abstract:

This paper examines the interface between Service Dominant Logic (SD-Logic), Customer Development (CD) and Radical Innovations (RI) to market. Key Foundation Premises and Themes from SD-Logic (Vargo and Lusch, 2016), CD (Blank and Dorf, 2012; Blank, 2013) and RI are analysed using data from a New Zealand study of incubator firms (Morrish, Whyte and Miles, 2019). We argue that incubator start-ups commence with a fundamentally different process before engaging with the customer discovery stage. Radical innovations from university incubators often disrupt markets due to seismic leaps in what is currently offered within the market(s), but accurately assessing market potential is critical to avoid failure. A revised Customer Development Model is presented highlighting additional startup behaviours and capabilities and raising a significant issue around incorporating SD-Logic into NPD – or replacing it. The revised CD Model is an additional framework to be incorporated into Entrepreneurial Marketing (EM).

Keywords: SD-Logic, customer development, entrepreneurial marketing, radical innovation

Introduction and Research Aim

Setting up new businesses to bring radical innovations to market is a quest focusing the minds to many different stakeholders. Innovators, governments, regions, communities and investors are seeking ever faster and more efficient ways of producing big "winners" and are drawing from a variety of knowledge bases and "logics". This paper examines the interface between Service Dominant Logic (SDL), Customer Development (CD) and radical Innovations to market. The two main research questions are:

RQ1: What are the main elements (or logic) at the interface of Service Dominant Logic (SDLogic), Customer Development (CD) and Radical Innovations (RI)?

RQ2: What elements of Entrepreneurial Marketing inform SD-Logic/CD/RI?

Background and/or Conceptual Model

Service-Dominant Logic (SD-Logic) has emerged since 2004 as a services marketing framework for analysing value creation. Vargo and Lusch introduced SD-Logic in 2004 with eight Foundational Premises, evolving to ten in 2008 (Vargo and Lusch, 2008) and eleven in 2016 (Vargo and Lusch 2016). The Foundational Premises highlighted for this study include (as expressed in Vargo and Lusch 2016):

- FP1: Service is the fundamental basis of exchange
- FP3: Goods are distribution mechanisms for service provision.
- FP6: Value is cocreated by multiple actors, always including the beneficiary. (note: 2008 version of FP6 is "The customer is always co-creator of value"
- FP 11: New Value cocreation is coordinated through actor-generated institutions and institutional arrangements.

For this study, although Foundational Premise 6 has evolved to go beyond a "Customer" definition and Foundational Premise 11 includes actors and institutions, our focus is on "Customers". A "Customer" is "the actual or prospective purchaser of products or services." (AMA, 2014 in MASB, 2018).

Customer Development (CD) is a framework for start-ups to find and build customers. Blank developed the concept of "Customer Development" based on a cycle of four stages 1. Customer Discovery, 2. Customer Validation, 3. Customer Creation and 4. Company Building. In the search for "Customers", a sub-cycle is set up with constant pivots in the form of changes, adaptations, improvisation or deletion of experimental forms of products or services. As soon as a Customer is defined then execution to develop a scalable and sustainable business includes Customer Creation and Company Building. (Blank and Dorf, 2012, p.53). CD is typically supported by a set analytical tools encapsulated in the "Lean Start-Up" approach (Blank, 2013), and include Minimum Viable Product (MVP) (Ries, 2011), and Business Model Innovation (BMI) usually expressed through Business Model Canvas (BMC) (Osterwalder Pigneur, Clark and Pijl, 2010). CD has been developed into university and national training curriculum and is extensively used in start-up incubators and accelerators.

But what happens when nascent entrepreneurs (Jones and Parry, 2011) are starting out with a new and innovative business concept? Our focus is on *Radical Innovations (RI)* that are created much earlier before a market can be established. This form of "disruptive innovation transforms an existing market or creates a new market through radical innovation that is often not as capable or useful as the existing technology at the time of market entry but has more potential to enhance capability" (Morrish, Whyte and Miles, 2019, p. 178) Often this takes place in university business incubators before ideas for the new product development (NPDs) are launched into the marketplace.

Entrepreneurial Marketing (EM), in contrast to traditional marketing holds that entrepreneurs potentially engage (or indulge) in opportunity-seeking behaviour using market-sensing capabilities to attempt to discover and validate customers instead of conducting market research and establishing market need for their product (Morrish, Miles and Deacon 2010).

SD-Logic/CD/RI Conceptual Model

Our case study example for this conceptual paper comes from a New Zealand study of four incubator firms (Morrish, Whyte and Miles, 2019) involved in radical innovation. We assert that innovative incubator science programs such as these do not necessarily 'discover' a customer or 'validate' the customer first before a scientific breakthrough is made as is depicted in Blank's customer development cycle of start-up customer processes. Incubator start-ups are responsible for creating innovative solutions that are often combined product/service offerings.

These new product developments (NPDs) once effectively launched can create a 'seismic shift' in the markets it is aiming to target. But the challenges do not just relate to development of the radically innovative product. Other issues include 'seeking new opportunities in new and existing markets' and also assessing market potential, attributes contained in Entrepreneurial Marketing literature. This includes market readiness (timeliness) and hence market acceptance. So we argue that the customer development cycle as depicted by Blank and Dorf (2012) for start-up companies requires revisiting and adapting for scientific institutes and university incubator firms. Blank's model is depicted below. We assert that customer discovery, stage one of the customer development cycle is delayed because of the development of the NPD. As NPDs disrupt marketplaces, their success relies on the ability of the start-up and of course the incubator/scientific institution to find opportunities related to that product. They must also be adept at assessing market potential in new or existing markets. As such, product or service commercialisation is an integral part of the customer development process and 'customer discovery' is likely to come much later.

While new start-up companies and entrepreneurs are advised to establish a market need for consumption of their product or service and, to establish 'market timeliness', scientific breakthroughs we would argue, require an additional aspect to the customer development process which acts as a precursor to Blank's model and, the first stage of customer discovery.

However, discussion on NPD from a mainly product-driven perspective ignores SD-Logic Foundational Premises. Foundation Premise 1 (FP1) advocates "services as a fundamental basis of exchange" and Foundation Premise 3 (FP3) exhorts that "Goods are distribution mechanisms for service provision". A fundamental question has to be raised around the nature and definition of NPD including:

- Can NPD accommodate SD-Logic within its current boundaries? Or
- Should NPD be superseded by New Service Development (NSD) or New Product/Service Development?

Figure 1 highlights an adapted SD-Logic/CD/RI Model also highlighting the NPD issue

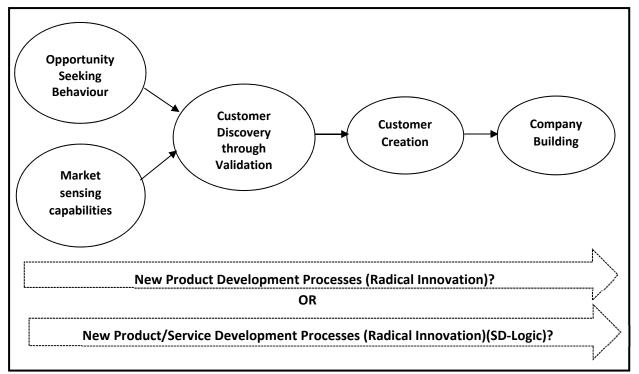


Figure 1: SD-Logic/CD/RI Model (adapted from Blank and Dorf, 2012, p. 53)

Methodology

This study is a Conceptual Paper with additional data from a New Zealand study of four incubator firms (Morrish, Whyte and Miles, 2019).

Results and/or Discussion and Contributions, and Implications for Theory and Practice

"Customer" Development for Radical Innovation as we entered the third decade of the twenty first century is more than just customer discovery and validation, just as "New Product" Development is more than focusing goods and perhaps some associated services.

Academic contributions include academic extension of Customer Development to include further insights and elements around defining customers using a contemporary rendering of Service-Dominant Logic for development of both radically innovative services and businesses. This paper is an initial exploration of combining SD-Logic, CD and RI and points toward further discussion on evolving Foundational Premises for each of these areas, but also collectively as a possible framework to include within Entrepreneurial Marketing (EM).

Managerial contributions include stretching extent of value creation and business development for start-ups through identifying more service-related value to produce radically innovative market offerings.

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Eco-branding: Towards co-responsibility of managers and consumers

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Abstract:

The paper examines the influence of green responsible practices in mainstream hotels and individual green responsibility on customer's brand attitudes. The results indicated that green co-responsibility between hotels and customers contribute in shaping positive brand attitude. The findings thus support The Paris Agreement in December 2015 that encouraged businesses to follow transparency and co-operative approaches in implementing their sustainable green practices. Findings of this research extend the understanding of eco-brand co-creation process between mainstream hotels and customers. These findings note the importance of maintaining transparent and real green aspects in hotel's business practice as well as considering individual consumer's green attitudes in shaping brand attitude of the hotel.

Keywords: eco-branding, green co-responsibility, sustainable green practices.

Introduction and Research Aim

Environmental sustainability practice has in recent years become necessity in business. The Paris Agreement in December 2015 encouraged businesses to accommodate transparency and cooperative approach in applying their sustainable practices. Currently, business practitioners have enthusiastically implemented sustainable programs. However, there are two big problems lying behind the enthusiasm: (1) "Greenwashing" (Henderson, 2007; Nyilasy et al., 2014) and (2) lack of consumer empowerment and participation on the green practices (Shaw et al., 2006). The issues of green management actualisation in companies versus consumer empowerment instigated the need of understanding in both company and consumer sides. Companies need to carefully articulate and implement purposeful green management, with involvement from consumers (as a form of co-creation). The aim of this study is: To address environmental responsibility practices and consumer empowerment in the hotel context.

In line with this aim, this paper attempt to address the following research question: How does green co-responsibility between hotel management and consumers shape brand attitude?

Conceptual Model

Hotel industry is classified as energy-intensive since the more customers staying in the hotel, the more resources they use. As customers are becoming more aware of negative impacts on the environment caused by business activities, hotels attempted to be responsible by embedding eco-friendly aspects in their business. Literature records that sustainable practices in an organisation positively affect its brand (Pizam, 2009; Hanson et al., 2019). Green marketing and labelling might be effective to attract more customers from the perspective of hotel managements (Millar and Baloglu, 2011; Chan, 2013). Nevertheless, the organisation needs to be careful of "greenwashing" accusation in their eco-branding, since ineffective green practices could lead to negative reactions from the consumers (Gallarza et al., 2015; Imran et al., 2014; Wheeler et al., 2013). Springing from the ideas in Shaw et al. (2006), consumers in general have now developed critical thinking in their consumption behaviours, including the sense of social responsibility (Miller et al., 2015). Advancing the individual social responsibility behaviour, Perkins (2010) states that there is a personal sense of responsibility in protecting nature among individuals that may in turn affect their consumption behaviours. Together, hotel's green practices and consumer participation promote co-creation in building brand attitudes (Vernuccio et al., 2012; Merrilees and Fry, 2003; Shaw et al., 2006). Five hypotheses are posited in this study: H1: Hotel green responsibility significantly influences brand attitude; H2: Establishing towel and linen reuse options in the hotel significantly support positive brand attitude; H3: Consumer green Word-of-Mouth communications (WOM) significantly influences their attitude towards the hotel brand; H4: Hotel service quality significantly influences brand attitude; and H5: Customer satisfaction significantly influences brand attitude.

Methodology

A questionnaire was developed based on existing literature. Brand attitude (i.e. There is something special about this hotel), hotel green responsibility (i.e. The hotel has visible communications about green practices), green WOM (I will say positive things about the hotel's environmentally friendly features), service quality (i.e. During my stay in the hotel, I experience immediate service), and customer satisfaction (i.e. Overall, I am satisfied with the hotel) were measured using Likert-scales (1=strongly disagree, 5=strongly agree). The respondents were hotel users who had stayed in 3 to 5-star hotels in Indonesia in the past 12 months from the survey period. Pilot test was conducted and minor revisions were made prior to launch final survey. The final questionnaire was delivered in online and paper form. A total of 330 questionnaires were completed, of which 324 can be used for further data analysis.

Results and/or Discussion and Contributions

Majority of the respondents were first-time users at the hotel (55.9%). Of the total respondents, 46.6% were male and 53.4% were female, and in the age of 35-60 (32.7%). Majority, 52.2% hold bachelor's degree and equivalent, and 74.4% were employed. Most respondents were married (58.3%). A total of 93.9% were domestic visitors and 6.1% were international hotel guests. Respondents' travel purpose was classified as leisure (36.7%), business (35.2%), and business and leisure (28.1%). Confirmatory factor analysis (CFA) was performed using principal component analysis and varimax rotation. All variables have Kaiser-Mayer-Olkin (KMO) value >0.50, which manifested adequate sampling (Causin and Ayoun, 2011; Ren *et al.*, 2016). Factor loadings indicated strong associations among items within each construct ranged from 0.71 to 0.96. The discriminant validity between constructs met Fornell and Larcker (1981) standard. A standard multiple regression was performed to test H1, H2, H3, H4, and H5. The results are presented in Table 1.

Table 1 Results of a standard multiple regression analysis

Hypotheses	Variables	Standardised beta	<i>t</i> -value	Sig.	Results
H1	Hotel Green	0.19	3.85	0.00	Supported
H2	Responsibility Hotel's	-0.01	-0.11	0.91	Not supported
	Reuse Options				
Н3	Customer Green WOM	0.17	3.04	0.00	Supported
H4	Service Quality	0.31	5.22	0.00	Supported
H5	Satisfaction	0.20	3.06	0.00	Supported

Note: Dependent variable: Brand Attitude; Adjusted $r^2=0.476$.

The results have a statistically significant influence on consumers' perception of brand attitudes, except for the reuse options. That is, responsible environmental practices can be assessed by consumers and these can payoff in terms of corporate branding performance. Some customers suggest cynical attitude towards hotels exhorting guests to save the planet by towels or linen reuse. In line with Imran *et al.* (2014) and Wheeler *et al.* (2013), unclear and too basic communications on green activities may form negative brand attitude. Another finding is the proactive role for the consumer via green WOM as a form of customer empowerment. This supports Shaw *et al.* (2006) in revealing co-creation process and the power of individual consumer characteristics and evaluation in shaping eco-brands. If consumers are impressed with what they perceive about the hotel's green activities, then they may be empowered to tell others about the environmental features.

Implications for Theory and Practice

The current brand model offers the incorporation of specific company green responsibility in the brand. It is up to the managers to design a suitable green program and ideally it should fit appropriately into the vision, mission and culture of the company. If the green program is appropriately developed, then consumers will be able to assess and associate how the firm's green program fits into the company brand. In short, the results confirm the corporate benefits of being responsible, if strategically managed. The current study responds to the transparency and cooperative approaches in implementing sustainable business practices in the 2015 Paris Agreement. The management approach to green practices facilitates consumers in giving

favourable brand evaluations. Beyond this, the current study has explicitly allowed for a proactive consumer role in responsibility, by modelling the effects of consumer-initiated green WOM. The study extends previous research, by addressing eco-brand co-creation in the hotel context. Individual and company aspects were incorporated in the research model as green coresponsibility, where both the company and the consumer having responsibility to create, initiate, encourage or respond to pro-environmental behaviours.

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Role of strategic intent in value creation

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Abstract:

Sustainable competitive advantage has for long been argued to be the key to superior firm performance. It has been recognized that competitive advantage no longer arise from structural characteristics, but from value creating assets and capabilities, which enable firms to consistently deliver superior value to customers. Furthermore, a strong strategic intent, characterized with strategic aggressiveness and ambition, is suggested to lead to better discovery and leveraging of opportunities in the pursuit of competitive advantage. Yet, there is no prior research on how strategic intent can enhance value creation. Adopting a strategic perspective, the aim of this study is to investigate the interplay between strategic intent, firm capabilities and assets, and value creation. Hypothesized relationships are tested using structural equation modelling. Results reveal that strategic intent plays a significant role in explaining firm's ability to create value through enhancing firm capabilities, which further support the development of a stronger asset base.

Keywords: Strategic intent, capabilities and assets, value creation

Introduction and Research Aim

In marketing strategy, value creation is acknowledged to play a central role for creating sustained competitive advantage (Mizik & Jacobson, 2003). It is also a central component in every business model (Zott & Amit, 2010). Yet, very little is known how managers can support or enhance firm value creation, even though the importance of the ability to deliver value is now more important than ever (Eggert, Ulaga, Frow & Payne, 2018). Prior studies (Ngo & O'Cass, 2009; O'Cass & Ngo, 2012; O'Cass, Ngo & Siahtiri, 2015) imply that capabilities (like marketing capabilities) may play a central role in value creation. We take a closer look at the role of capabilities in value creation by adopting a strategic perspective as we study the interplay of strategic intent, firm capabilities and assets, and value creation. The aim of our study is: to identify the mechanisms how strategic intent, firm capabilities and assets enhance firm's ability to create value.

We address the following research questions in line with this aim:

- RQ1 What is the interplay between strategic intent, firm capabilities and assets, and value creation like?
- RQ2 How firms can enhance the value creation?

Conceptual Model

Strategic management postulates that a positive relationship between firm activities and value creation is more likely to be achieved when managers aim to seek competitive advantage (Husted & Allen, 2007). This sustained obsession with winning competitively at all levels of organization is known as firm's strategic intent (Hamel & Prahalad, 1989), and it implies that firms are characterized with strategic aggressiveness working relentlessly towards growth and market dominance. It is suggested that when firm's strategic intent is stronger, it is more prone to discover and leverage opportunities to gain competitive advantages (Johnson & Sohi, 2001). Yet, what is not known is the process of how the intent turns into enhanced value creation. We propose that strategic intent is the driver behind the firm capability development (Flier, Van Den Bosch & Volberda, 2003). For example, when firms are strategically aggressive, they tend to engage more intensely with partners (Johnson & Sohi, 2001), thus enhancing their networking capabilities. Furthermore, we suggest that as firms' capabilities enhance, they are also better off in deploying their asset base (Amit & Schoemaker, 1993). As suggested by Johnson and Sohi (2001) strategically aggressive firms may see strong connections as a means for accessing the expanded resource base offered by the partner firms. Therefore, we assume that strategic intent plays a significant role in firms' value creation by enhancing firms' capabilities, which further support developing critical assets that improve firm's value creation ability. Strategic capabilities are approached here via outside-in and network capabilities (c.f. Greenley, Hooley & Rudd, 2005), which help in understanding and participating in markets, thus enhancing firm's value creation (Day, 1994). Corresponding assets are customerbased assets (such as brands and reputation) and alliance-based assets (market access, shared technology) (Greenley et al., 2005).

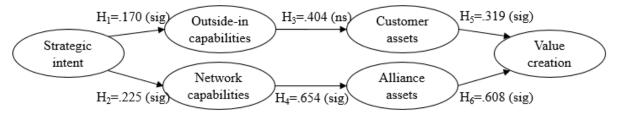


Figure 1. Conceptual model

Methodology

To test the model, a survey was conducted among 300 randomly sampled companies in Bangladesh. Strategic intent measure is based on Johnson and Sohi (2001). The items reflect the extent to which a firm is strategically aggressive and focused in terms of competitive dominance (Hamel & Prahalad, 1989). Marketing capabilities (outside-in and networking) and assets (customer and alliance) were captured from Greenley et al. (2005). The outside-in capabilities reflect a firm's ability to understand customer needs and create relationships with customers. The networking capabilities reflect a firm's ability to share mutual trust, commitment and goals with strategic partners. Customer asset items reflect the strength of company brand name and reputation, and customer credibility. And finally, alliance asset items reflect a firm's access to strategic partners' managerial know-how, expertise and resources. Value creation items, reflecting manager's perception of the amount of value created, were developed by authors. The measurement scales were examined using confirmatory factor analysis to test for unidimensionality and validity. Overall, the results indicate that the scales perform well (χ^2 97.75(78), p=.06466, RMSEA=.05, NNFI=.95, and CFI=.97). Moreover, composite reliabilities and average variances extracted are mostly above the recommended thresholds of .60 and .50, respectively (Bagozzi & Yi, 1988; Fornell & Larcker, 1981).

Results

The hypothesis testing procedure involved estimating a structural model using maximum likelihood estimation in LISREL 8.80 (Jöreskog & Sörbom, 1996). The structural model fit indexes indicate a good model fit (χ^2 127.69(87), p=.00296, RMSEA=.07, NNFI=.93, CFI=.94. Both H1 ($\beta = .170$, p < .05) and H2 ($\beta = .225$, p < .05) are supported. The results indicate that when firms are characterized with stronger strategic intent, they are able to develop stronger outside-in capabilities in terms of understanding and creating relationships with customers as well as stronger networking capabilities in terms of sharing mutual trust, commitment and goals with strategic partners. H3 is not supported ($\gamma = .404$, ns) indicating that outside-in capabilities do not necessarily predict the development of customer assets. However, given the relatively small sample size (N=97), the study may have insufficient power to detect the effect. Providing support for H4, the results indicate that networking capabilities are positively associated with the development of alliance assets ($\gamma = .254$, p < .05). Finally, as predicted by H5 and H6, the strength of a firm's customer assets and the strength of a firm's alliance assets are both significant and positive predictors of firm's value creation, ($\gamma = .379$, p < .05) and ($\gamma = 1.471$, p < .05).

Implications for Theory and Practice

Preliminary analyses indicate that firm's strategic intent plays a significant role together with networking capabilities, and firm's alliance and customer assets in explaining firm's ability to create value. When firms are characterized with stronger strategic intent, they are able to develop stronger outside-in and networking capabilities, and the enhanced networking capabilities further support the development of alliance assets. Importantly, both alliance and customer assets contribute to an increase in value created. We extend the current theory (e.g. Ngo & O'Cass, 2009; O'Cass & Ngo, 2012; O'Cass et al., 2015) by demonstrating the logic how strategy, capabilities and assets affect firms' ability to create value. Our results support and extend the previous findings of the role of capabilities in creation of value – a topic of increasing importance in the global marketplace with high competition and acknowledged customers. Future research is, however, warranted. For example, as value creation needs to be supported with ability to capture value, identification of capabilities and assets that are linked to value appropriation represents still an unknown issue calling for empirical research.

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Institutional misalignment and value co-destruction: An empirical investigation

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Abstract:

This paper argues that institutional misalignment in resource exchange and integration can negatively impact customer practices, expectations and emotions, leading to value codestruction (VCD). While it has been conceptualized that institutional misalignment can lead to positive value outcomes, the negative impact has been overlooked. This is surprising given that institutions are significant in framing the process of value co-creation. This paper qualitatively explores the effect of institutional misalignment and the consequences for value outcomes in the case of a breakfast cereal innovation, applying netnographic research within eight customer forums. This empirical context shows that institutional misalignment between actors impacts customer practices, customer expectations and customer emotions towards the innovation. This generates a more fine-grained understanding of the role of institutions in the process of value co-creation and specifically how this can lead to VCD, and illustrates significant additional ways in which consumers interact with brands and other market actors.

Keywords: Value co-destruction; institutions; misalignment

Introduction and Research Aim

The notion of value co-creation and its idiosyncratic determination has been at the forefront of service research and practice since the early 2000s (e.g. Vargo and Lusch 2004). Much of the research takes an organisational perspective (Plé 2016) and focuses on examining how co-creation within and between service ecosystems leads to positive value outcomes such as loyalty, repurchase, and profitability (Gummerus 2013). However, given that positive value outcomes do not always transpire (Plé and Chumpitaz Cáceres 2010), recent research has begun to consider the dark side of value co-creation (e.g., Heidenreich et al. 2015), that is, when one or more actors (e.g. customer) determines negatively valanced value.

Value determination transpires throughout the process of resource exchange and integration, framed and guided by socially constructed rules, norms, and meanings, or institutions (North 1990). This process occurs within and between service ecosystems, multiple interdependent groups of resource integrating actors connected by institutional arrangements, sets of interrelated institutions (Vargo and Lusch 2016), which may not always be commonly shared, understood or applied (Thornton et al. 2012). Consequently, if institutions are misaligned, as when product innovations diverge from customer expectations or not adopted by customers, resource exchange and integration is constrained, resulting in one or more actors forming a negative evaluation of the process (Karpen and Kleinaltenkamp 2018).

Traditionally, innovation has been regarded as a firm value production activity which tends to ignore the role and influence in the process of non-firm actors, such as customers (Vargo et al. 2015) which can create institutional misalignment (Karpen and Kleinaltenkamp 2018). While it has been conceptualized that misaligned institutions can lead to positive innovation and value outcomes (Siltaloppi et al. 2016), researchers and managers lack an empirical understanding of how misaligned institutions can diminish value and the impact this can have on a brand.

In this context, the aim of this study is to explore the nature and negative value consequences of misaligned institutions. We take a consumer perspective and explore the case of innovation of a breakfast cereal using and online consumer communities as the study object.

Background and/or Conceptual Model

Value co-destruction (VCD) is defined by Plé and Chumpitaz Cáceres (2010) as "an interactional process between service systems that results in a decline in at least one of the systems' well-being" (p. 431). This results in the reduction of value (devaluation) based on customer's judgement where the experience is more negative than positive, and the product features are depreciated, negatively impacting value (Grönroos 2011), suggesting the interactive nature of VCD (Prior and Marcos-Cuevas 2016). The theoretical perspective used is the customer resource perspective (Smith 2013), which suggests that VCD comes about when the value for one (or more) of the parties is reduced after resource integration (Plé 2017).

Various types of resources have been identified including financial, emotional, physical, information and behavioural resources, among a number of others (Plé 2016). Perceived misalignment of institutions framing the exchange and integration of these resources (Siltaloppi et al., 2016), could impact consumers as they are applied in an unexpected or inappropriate way (Plé and Chumpitaz Cáceres 2010; Smith 2013). Further, the ways in which actors perceive both tangible and intangible resources can differ, hence impacting the interpretations associated with the resources, actions and interactions within the service system. Understanding misalignment among actors and the extent thereof is important due to the future impact on actors.

Methodology

A qualitative approach was undertaken based on a case study and netnography. The aim was to explore the negative impact and a case study approach is suitable as it facilitates the focused exploration of the underlying dynamics and influence of complex social phenomena (Eisenhardt and Graebner 2007), specifically the actors and their links (Chandler and Vargo 2011). Eight consumer forums were analysed to provide a deep understanding of the process of VCD as it unfolded over time (Eisenhardt and Graebner 2007; Prior and Marcos-Cuevas 2016; Siggelkow 2007). Netnography (Kozinets 2002) was identified as appropriate to study the interactions and the potential VCD resulting from the innovation. Posts covering an 8month period (August 2018-March 2019) were imported and managed using NVivo 12. The empirical case was a leading breakfast cereal producer who developed a new product to satisfy a perceived customer need for innovation and variety. Significant changes were made to its ingredients (e.g. increased sugar, vanilla and gluten) but limited changes were made to the packaging. Simultaneously, previous versions of the product were removed from the market.

Results and/or Discussion and Contributions

Preliminary analysis demonstrates institutional misalignment within customer practices, customer expectations, and customer emotions. For instance, illustrating how product innovations had disrupted institutionalized practices (norms), one informant explained "We loved making marshmallow [product name] treats. Something you cannot do with the new product". One informant expressed how expectations (regulative) were misaligned saying "Show us the indications where we said we wanted innovations on the [product name]", while another commented, "Why change a product that is loved by every generation? [We] hate the new one", demonstrating the extent of the resulting emotional (meanings) misalignment.

The misalignment with customer practices related to normative institutions, in this case the use of the product not only as a breakfast product but also as an input to cultural and baked goods. Further, the misalignment with customer expectations as regulative institutions (Karpen and Kleinaltenkamp 2018) arose as the organisation perceived a need for innovation (while the customer did not), being counter to customer expectations. VCD is interactional by nature (Prior and Marcos-Cuevas 2016), and the content and quality of the organisational responses to issues raised contributed to VCD. Misalignment with customer emotions or cognitive institutions was also noted, with an obvious under-estimation by the organisation of the emotional connection to the previous product, and the associated nostalgia.

VCD can be accidental or intentional (Karpen and Kleinaltenkamp 2018; Plé and Chumpitaz Cáceres 2010), and the intentionality on the part of both parties in this case was identified, with the organisation's product innovation and the reduced customer value. VCD is evident due to the stated decline in the customer's well-being (Echeverri and Skålén 2011) and implied for the organisation and resulting questioning of its legitimacy (Karpen and Kleinaltenkamp 2018).

Implications for Theory and Practice

This paper seeks to apply VCD research to business situations (Echeverri and Skålén 2011; Plé 2017), showing how other actors contribute to value creation (Vargo et al. 2015) and VCD. Our study further provides empirical evidence in an FMCG context of how institutional misalignment, and in this instance, full institutional misalignment, can negatively impact all actors (Karpen and Kleinaltenkamp 2018).

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Enhancing brand loyalty through recycling program strategy

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Abstract:

In recent years, the rapid increase in the ownership and replacement frequency of durable products have caused many old products to be abandoned or left unused. The negative impact of waste on the environment becomes increasingly serious, especially in rapidly growing emerging markets with large populations. With the growing awareness of this problem, firms have launched recycling programs. To help firms to achieve the aim of "doing well by doing good", we develop hypotheses on how firms can strategically design and market a recycling program in order to improve brand attitudes and loyalty. These hypotheses are tested with regression analysis of survey data on mobile phone recycling programs from 328 Chinese consumers. The results indicate that establishing recycling trustworthiness has the strongest effects on brand image and loyalty. A product buyback program and packaging recycling exert additional effects on brand loyalty, which are mediated by brand image and product satisfaction.

Keywords: mobile phone recycling; consumer attitudes; brand loyalty

Introduction and Research Aim

The rapid increase in the number of smartphone users in the last two decades, coupled with the largely shortened smartphone life cycle, has caused many old mobile phones to be abandoned or left unused. As United Nations researchers have warned, discarded laptops, mobile phones and electronic goods are now the world's fastest growing waste problem, and must be tackled urgently (Knapton 2017). Although waste mobile phones contain hazardous substances that pose considerable environmental and health risks, most of them end up in landfills without being either recycled or treated appropriately (Nnorom, Ohakwe & Osibanjo 2009). Given the explosive growth in mobile phone manufacturing and ownership in China, the associated negative environmental impacts of used mobile phones are even more serious in China (Yu. Williams & Ju 2010). Recycling is narrowly defined as the process where the product in the case unable to be used, is broken into raw materials or components for reproduction (Ijomah, Bennett & Pearce 1999). With the emerging of many online mobile phone recycling platforms in recent years, an increasing number of Chinese mobile phone makers also has realized the severity of the problem and thus has successively launched mobile phone recycling programs (Sun et al. 2018). To realize a win-win situation, managers need to know how recycling programs can contribute to firm performance and environmental protection at the same time. Therefore, to address the lack of research on marketing aspects of a recycling program, this research investigates the influences of three strategic aspects of product recycling programs on three types of consumer attitudes and intentions toward products and brands in China's mobile phone industry.

The aim of this study is:

To investigate the psychological pathways through which different dimensions of a product recycling program influence brand attitudes and brand loyalty.

We address three research questions in line with this aim:

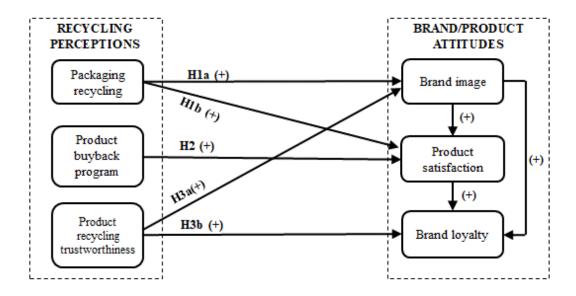
RQ1: Can firms strategically design a product recycling program that results in improved brand attitudes and brand loyalty?

RQ2: Which proposed aspects of a product recycling program (packaging recycling, product buyback program, recycling trustworthiness) are particularly effective at enhancing brand loyalty?

RQ3: Through which psychological pathways do these aspects of a product recycling program affect brand loyalty?

Background and/or Conceptual Model

Our conceptual model examines three types of mobile phone recycling perceptions and three types of consumers' brand/product attitudes. To identify the relationships among those consumer attitudes, we have referred to customer satisfaction models developed by national customer satisfaction barometers (e.g., the American customer satisfaction index). While corporate social responsibility practices have been found to influence brand image and customer satisfaction positively (Chung et al. 2015; Wu & Wang 2014), little is known about how to successfully design a recycling program. As strategic levers of product recycling programs, we focus on performing packaging recycling, instituting a product buyback program, and fostering recycling trustworthiness. We develop multiple hypotheses on the psychological pathways through which these three proposed strategic levers of recycling programs affect brand loyalty.



Methodology

In order to test these hypotheses, we conducted an empirical study in China. To measure product recycling dimensions (packaging recycling, product buyback program, and product recycling trustworthiness) and consumer attitudes and intentions (brand image, product satisfaction, and brand loyalty), we collected data on mobile phone recycling programs from 328 consumers across multiple Chinese provincial regions. The measurement approach meets the standard criteria of convergent and discriminant validity of multi-item scales: average variance extracted > .5, Cronbach's alpha > .7, and composite reliability > .7, and the square root of average variance extracted > correlations between the focal and all other constructs (Fornell & Larcker 1981; Hair et al. 2010).

Results and/or Discussion and Contributions

We used regression analysis to verify our hypotheses. Brand image, product satisfaction, and brand loyalty serve as are dependent variables, respectively, in three sets of regression analyses. Age and gender are control variables. The analytical results support all of our hypotheses. We also calculated the overall effects of recycling dimensions on brand loyalty via brand image and product satisfaction. The results imply that establishing product recycling trustworthiness has the strongest effect on brand loyalty. Moreover, instituting a product buyback program has the strongest direct effect on product satisfaction, and packaging recycling has strong direct effects on brand image and product satisfaction. As these variables affect brand loyalty, a product buyback program and packaging recycling have indirect effects on brand loyalty.

Implications for Theory and Practice

The above results have important implications for managers in firms that engage in product recycling. In order to translate such product recycling into enhanced brand loyalty, managers are encouraged to improve the transparency of recycling programs, include mobile phone accessories in recycling activities, improve the convenience of product recycling, protect user privacy effectively, provide multiple options for product returns and financial compensation, and make recycling costs and prices transparent and quantifiable. Our research develops new insights on how to strategically design product recycling programs in order to effectively increase brand loyalty. We hope that these insights encourage firms to engage in more recycling actions as to alleviate environmental problems related to waste and raw material extraction.

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Sustainability and the Winds of Change

Evaluation of market entry strategies for e-mobility-based logistics under sustainability aspects

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Abstract:

Sustainability is increasingly important for society and thus, firms have to fulfil sustainability requirements. This is particularly challenging for logistics-service-providers (LSPs), since their operations have potentially negative impacts in all the sustainability dimensions. Electric- mobility-based-transportation (EMBT) is a service innovation with the potential to reduce negative impacts on sustainability. Different market entry strategies can be chosen when implementing such a sustainable service innovation. Our aim is to find out what role sustainability plays when LSPs evaluate the market entry strategies for EMBT and which strategy LSPs rate best. We use a case study of a German LSP and obtain data via focus group interviews. The strategies are evaluated using the multiple-attribute-decision-making-method PROMETHEE. We find that operational criteria are by far the most important. Ecological criteria also play an important role, while strategic-economic and social criteria play only a subordinate one. Regarding EMBT, a first-mover strategy is evaluated as the best one.

Keywords: evaluation of sustainability, market entry strategy, electric mobility in logistics.

Introduction and Research Aim

The importance of sustainability is increasing globally. This is true for society but also for politics and firms that want to be successful and competitive on the market have to adapt to customer wishes as well as sustainability regulations and meet the regulatory and customer demand for more sustainable products and services (Marchet et al., 2014). This is particularly challenging for logistics service providers (LSPs), since their operations, such as transportation, have potential negative externalities in all the sustainability dimensions. especially in the ecological (air pollutant and noise emissions) and social dimensions (congestion and accidents). Transportation using battery-electric vehicles, which we call electric mobility (e-mobility)-based transportation (EMBT), instead of internal combustion engine vehicles is a service innovation with the potential to reduce the negative externalities regarding sustainability, and can therefore be considered a sustainable service innovation (SSI). Innovations and SSIs are defined as the creation of something new and bringing this to market (Tidd & Bessant, 2011). According to Lieberman & Montgomery (1988), various strategies can be differentiated when entering a market and thus when bringing SSIs to market. For a firm, selecting a suitable market entry strategy is very challenging because the long-term impact of strategies on a firm's success or even survival can be crucial and, consequently, numerous criteria have to be included in the evaluation of market entry strategies. The aim of this study is to identify the criteria selected by LSPs for the evaluation of market entry strategies regarding EMBT and to find out what role economic, ecological and social aspects play. Beyond that, we want to identify the market entry strategy that has the best evaluation from a LSP's perspective. In this section you should identify the context for the research; the main research question(s), and address the 'so what' question or importance of the research as per the theme of the conference.

In line with this aim, we address three research questions:

RQ1: Which criteria are relevant for the evaluation of market entry strategies regarding EMBT from a LSP's perspective?

RO2: What is the importance of economic, ecological and social criteria in comparison?

RQ3: How do LSP's evaluate different market entry strategies regarding EMBT?

Background

According to Lieberman and Montgomery (1988), firms can choose between different market entry strategies. First-movers or pioneers are firms that often open a new market by introducing a major innovation, whereas early followers are firms that, attracted by the potential benefits, follow the first movers. The last group to enter a market are late followers or late entrants. The term sustainability became well known due to the Brundtland-Report of the World Commission on Environment and Development. This report defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Brundtland, 1987). According to the current understanding of sustainability, three dimensions can be differentiated in a business context: the economic dimension, which refers to the economic performance and continued existence of a firm; the ecological dimension, which concerns the reduction of the ecological burden of a firm's activities; and the social dimension, which aims at social acceptability, fairness and thoughtfulness (Dyllick & Hockerts, 2002; Bocken et al., 2014).

Methodology

In a first step, we analysed the literature on business administration, service management, logistics and sustainability in order to derive potential corporate objectives. In a second step, we clustered these objectives following a bottom-up process and developed an exemplary category system of corporate objectives regarding SSIs in logistics. This corporate objective system forms the basis for our empirical research, which followed a case study approach. We conducted focus group interviews with managers and project leaders from a LSP of a German food retailer. We were able to identify the corporate objective system of the LSP regarding EMBT using the exemplary system as a guideline and basis for discussion. Further, by applying the SIMOS method (Zardari et al., 2015) within those focus group interviews, we derived weighting factors for the objectives. PROMETHEE, a multiple attribute decision-making method (Hwang & Yoon 1981; Brans et al., 1986), was chosen for the evaluation of market entry strategies regarding EMBT. We applied PROMETHEE to the results of a simulation and prognosis model of the LSP's operating system (see Moll et al., 2019), which includes the chosen evaluation criteria and generates data for different market entry strategies.

Results, Discussion and Contributions

We found that, from the LSP's perspective, the relevant criteria for evaluating market entry strategies regarding EMBT include compliance with current regulations and a technological pioneering role as strategic-economic objectives, costs, productivity and quality as operational objectives, the reduction of carbon dioxide, nitrous gases and noise emissions as ecological objectives, and modal shift towards off-peak hours in order to relieve peak-hour traffic as a social objective. Operational objectives play the most important role for the LSP with a weight of 46.6 %, while ecological objectives have a weight of 22.4 %, strategic-economic objectives 17.2 % and social objectives 13.8 %. Considering these evaluation criteria, a rapid market entry and thus the first mover strategy is evaluated as the best from a LSP's perspective, followed by an early follower strategy. The late mover strategy lags far behind the other strategies in the evaluation.

Two scenarios representing different environmental conditions were developed, and sensitivity analyses conducted of the weighting factors. The results are robust. They show that, as expected, operational objectives are by far the most important criteria when evaluating market entry strategies, although it is striking that ecological criteria play an important role as well. Beyond these criteria, strategic-economic and social objectives are not neglected, according to the results. Still, it is worth discussing whether operational objectives should be assigned an even higher weighting, taking into account that logistics faces very high competitive and cost pressure. It seems realistic, however, that ecological aspects play an important role in light of the current discussion on climate change and emission reduction targets. It can be argued that the weightings are a result of the LSP's characteristics, which reveal a certain openness to innovation. Further, the weightings might have been influenced by the object of study (SSIs/EMBT), which implies a consideration of diverse sustainability aspects. The positive evaluation of the first mover strategy results from its good performance with regards to operational (cost benefits) and ecological criteria (lower emissions). In a different LSP setting, it is possible that no cost benefits could have been realized.

Implications for Theory and Practice

We were able to show that PROMETHEE is a suitable method, from a theoretical perspective, for evaluating different market entry strategies considering diverse sustainability aspects. From a practical perspective, our study revealed that, even in such a dynamic and cost-competitive industry as logistics, ecological and social aspects play a certain role and are not totally neglected. Beyond that, a first-mover strategy regarding SSIs in logistics can benefit LSPs.

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Maladaptive responses to climate-change news

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Abstract:

Dire climate change news may drive feelings of hopelessness and maladaptive coping as opposed to promoting positive attitudinal and behavioural change. A qualitative content analysis of over 31,100 user generated comments in response to climate change news articles was conducted. Fear, depression, hopeless and even suicide were frequently mentioned. Long-term, future orientated consumer behaviour is thought to be impacted, with commenters reporting a decreased likelihood to buy a house, save for retirement, attend university or start a family. A follow-up between subjects design provides additional support for the relationship between climate change news and future orientated consumer behaviour.

Keywords: climate change, fear appeal, future oriented consumer behavior

Consuming modern slavery: Guilt, justification and coping

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Abstract:

An extensive body of research examines modern slavery in production and supply chains (e.g., Crane, 2013; Nolan and Bott, 2018). Yet, the role of consumers in driving demand for slave-based services and products has been neglected. Current understanding of the supply and demand for modern slavery is very one-sided. This is an important gap given both historical evidence of the effectiveness of 18th and 19th century anti-slavery consumer activism and recent attempts to regulate slavery through harnessing consumer power (e.g. 2015 UK Modern Slavery Act, 2019 Australian Modern Slavery Bill). This study draws on data from in-depth interviews with 40 consumers to reveal the neutralising and legitimising techniques they use to justify their (in)action. These findings extend neutralisation theory by exploring its applicability in this unique context. We also position techniques of legitimisation as central to understanding how modern slavery is tolerated

Keywords: Modern Slavery, Neuralisation, Legitimation

Background and Research Aim

There are more enslaved people now than at any other time in human history (ILO and Walk Free Foundation, 2017). These modern slaves are working across many service and production industries, including domestic work, agriculture, restaurant/food services, nail bars, car washes and the sex trade (ILO, 2012). In contrast to traditional and overt forms of slavery, modern slaves are often recruited and controlled with psychological and economic forms of coercion (Dando et al. 2016). Deepening inequalities globally are working to increase the vulnerabilities that create the conditions under which slavery can thrive (Anderson, 2010). Thus, modern slavery is a central concern to contemporary production and consumption systems.

While research has examined the production and supply-side of modern slavery (e.g., Crane, 2013; Nolan and Bott, 2018), this body of knowledge neglects the role of consumers who ultimately drive demand for slave produced products/services. Consumers are also viewed as playing an essential role in eradicating modern slavery in UK and Australian legislation, policy and corporate spheres (Nolan and Bott, 2018), yet their attitudes and actions towards the slave labour tainting the goods/services that they consume remains severely under-researched.

There are many instances where consumer action has been successful in changing exploitative working conditions, with fair trade being one example (Barnett, Cloak, Clarke, Malpass 2010). Indeed, the 18-19th centuries saw some of the early successful forms of anti-slavery consumer activism (e.g., Newholm, Newholm, and Shaw, 2015). Thus, consumer actions have the potential to help eradicate slavery from production. Yet, consumer demand for the products and services of modern slavery does not appear to have abated, despite slavery being illegal and morally condemnable in most parts of the world (ILO, 2017). It is important, therefore, to understand consumer perspectives and (in)actions towards modern slavery to determine their role in perpetuating or eradicating the slavery tainting their consumption.

This study addresses the critical gap in our understanding of the demand side of modern slavery. It investigates how consumers understand modern slavery, their role in perpetuating and/or eradicating slavery and how they can be a key player in shifting the production of products and services away from modern slavery. We address two research questions in line with this aim: (1) what are consumer attitudes and responses to modern slavery in their consumption?; and (2) how do consumers perceive their role in perpetuating or eradicating slavery in the production of the goods/services they consume?

Methodology

This research explores the demand side of modern slavery. In-depth interviews were conducted with 40 informants across 3 UK cities. Informants were recruited to ensure maximum variation in life experiences to extend the breadth and depth our findings (Miles and Huberman 1994; Lincoln and Guba 1985). The interviews combined semi-structured interview questions with image/photo elicitation techniques (e.g. Bell and Davison, 2012; Bolton, Pole and Mizen, 2001) to uncover and stimulate thought processes during the interview (Zaltman and Coulter, 1995), serving to facilitate dialogue (Warren, 2012) towards to modern slavery. The data were analysed using a hermeneutic approach; first conducting an intra-textual analysis within each informants' data, then moving to an inter-textual analysis across informants. In this process, the authors moved back and forth between the emergent themes and the extant literature in order to assess prior constructs' capacity

to reflect a reliable and authentic interpretation of our informants' worlds (Spiggle, 1994). The cycles of data collection and analysis continued until the concepts and relationships had stabilized and were at a sufficient level of abstraction (Corley and Gioia 2004).

Findings and Discussion

The analysis focuses on how consumers understand modern slavery and their potential role in perpetuating and/or eradicating slavery. First, informants displayed considerable uncertainty towards the boundaries between labour exploitation and slavery. For most, however, "removal of choice and freedom" and an inability to control their own lives and speak out was a key determinant of slavery: "...where someone doesn't have the choice or doesn't have the free will, that for me would be slavery. Anything from the other side of that would just be exploitation of workers" (Chantel). The informants tended to consider slavery as something that takes place "far away" in locations "abroad". A small number of our informants claimed to have directly encountered local slavery in shops, nail bars, car washes, domestic help, and in some cases had routinely interacted with these people. Irrespective of whether informants recognized their interactions with slavery remotely and/or locally, however, very few acted on this recognition. Further, those informants that did enact their concerns about slavery were selective, engaging in conscious acts—such as boycotting specific brands or companies—aligned with single issues.

Second, through the methodology of constantly iterating between informants' emic accounts and prior theory and literature, we identified key techniques of neutralisation (Sykes and Matza, 1957) that were used widely by our informants. Neutralisation theory argues that individuals may engage in illegal and/or unethical behaviour by resorting to a set of justifications/rationalisations that can protect them from self-blame and/or blame by others. Namely, "denial of responsibility", "denial of injury", "denial of victim", were particularly prevalent among our data. An additional technique was also identified that we label as "denial of definitive evidence". In addition, another set of techniques labelled techniques of legitimation (cf. Ugelvic, 2016) were identified. A key difference between techniques of legitimation and the techniques of neutralisation is that legitimation works to directly reduce an individual's perceived moral intensity—the degree to which the individual views the issue as morally significant (Jones, 1991)—of slavery. These techniques allude to macrolevel accounts and justifications that normalize and legitimise widespread consumer-citizen indifference and apathy. In contrast, techniques of neutralisation do not reduce the moral intensity of slavery but offer excuses and justifications for consumer inaction to dissipate feelings of guilt and/or shame. In this study, these two techniques often worked in a synergistic fashion. Taken together, they explain our key observation: widespread consumer disengagement with contemporary slavery in the supply chains of services and products.

Implications for Theory and Practice

First, the study significantly contributes to theory by extending Sykes and Matza's (1957) neutralisation theory to identify another set of techniques—techniques of legitimation—that work at a macro-level. Thus, our study links the micro-level, internalised, neutralisation techniques that work to dissipate the individual's sense of personal guilt and responsibility with the macro-level legitimation techniques that work to normalise their inaction and apathy. Thus, we contribute a holistic and extended theorisation of how consumers navigate and cope with their inaction, lack of personal responsibility and unethical consumption choices.

Second, the study contributes to public policy and practice by revealing that as consumers of slavery we are largely apathetic and indifferent to others' working and living conditions. These insights have critical implications, as the role of the consumer in reporting instances of modern slavery and pressuring corporate behaviour is central to the UK and Australian the Modern Slavery legislation. Such an approach to legislative enforcement is unprecedented and our research points to serious policy and legislative failure in an area of devastating human exploitation.

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Circular business models: A new design logic

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Abstract:

Sustainable and social challenges in today's society are vast and have resulted in a significant debate about circular business models (CBMs) and circular business model innovation (CBMI). However, while CBMs are often viewed as important tools in creating sustainable and social innovation, their adoption rates have been disappointing. While much of the literature contributes low adoption rates to innovation failures of focal firms, we highlight, more foundationally, that underlying firm-centric and linear value creation logics of CBMs are problematic when addressing the "wicked problems" of sustainability. Consequently, CBM designs often do not succeed to move organizations and markets toward sustainability. The sustainability context powerfully demonstrates that all business practices are part of larger societal, ecological, and institutional systems and that a real transition toward sustainable development demands joint efforts and collective action. We systematically develop the criteria for a systemic logic of CBM design and provide recommendations for systemic CBMI.

Keywords: Circular economy, sustainable business models, systemic business models

Framing customer value propositions in the circular economy

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Abstract:

The circular economy provides business opportunities for start-ups addressing sustainability. In order to create sufficient demand and legitimate themselves in the market, these start-ups need to create attractive customer value propositions (CVPs). This paper utilizes a framing approach to analyse the ways in which food waste startups create CVPs for both consumer and business customers in their ecosystem. By adopting the interpretive paradigm, and through utilizing qualitative data, the research identifies four frames, 1) salvation, 2) thrift, 3) innovation, and 4) normalization. The analysis highlights the timeframe, appeal, and problem-solving orientations of each frame as they are employed by both food waste start-ups and the media. The research contributes through illuminating how CVPs are socio-culturally constructed in the circular economy and provides further insights on the framing approach for marketing. The paper shows that start-ups in emerging food waste ecosystem are critical enablers of transforming businesses toward sustainability and circularity.

Keywords: circular economy, value proposition, framing

Introduction and Research Aim

The circular economy (CE) has become a key notion in the political and business worlds. It is a sustainability initiative targeting to reduce the linear material and energy throughput flows in production and consumption systems (Korhonen, Nuur, Feldmann, & Birkie, 2018) with the cooperation of producers, consumers and other societal actors. Businesses are key players in the CE, and new business models that aim to close or slow material and energy loops are increasingly emerging in the market (Bocken, de Pauw, Bakker, & van der Grinten, 2016). These innovative business models are often seen as the key pathway to socio-technical transitions needed to move into CE (Geissdoerfer, Savaget, Bocken, & Hultink, 2017). However, how start-ups in the CE are able to create demand and legitimate themselves in the market still lacks understanding.

Previous research has examined CE solutions and business models from a general or technical perspective rather than from the perspective of marketing. As part of the business model, the customer value proposition (CPV) (Payne, Frow, & Eggert, 2017) is in a key role, facilitating communication between the company and its targeted customers. Creating attractive CVPs for both consumers and business customers is a key mechanism of achieving environmentally, socially and economically sustainable competitive advantage (Manninen et al., 2018; Mattila, Mesiranta, Heikkinen, & Turunen, 2018; Patala et al., 2016). This study focuses on the CVPs of start-ups from a sociocultural perspective, which is poorly understood in the CE literature (Ghisellini, Cialani, & Ulgiati, 2016; Hobson, 2016; Moreau, Sahakian, Van Griethuysen, & Vuille, 2017), yet highly relevant in terms of understanding how these businesses succeed or fail to legitimate themselves in the market (Snihur, Thomas, & Burgelman, 2018).

The aim of this study is:

To analyze the sociocultural frames through which food waste start-ups create CVPs in the circular economy.

We address two questions in line with this aim:

RO1: What kind of sociocultural frames can be identified in the context of food waste businesses?

RQ2: What kind of CVPs are embedded in these frames?

Methodology

Reducing waste is one of the key objectives of CE and therefore food waste is a fruitful context for the study. The amount of companies addressing food waste with platform-based business models, digitalization and other socio-technical innovations has rapidly increased (Baron, Patterson, Maull, & Warnaby, 2018; Ciulli, Kolk, & Boe-Lillegraven, 2019; Author et al., 2019). These solutions are positioned at various stages of the food supply chain, from agriculture to food industry, retailers, and consumers (Author et al., 2019).

The study is positioned in the interpretative paradigm. The data generated for this study consisted of 10 European start-up company interviews (2017–2019) and documents (e.g., news stories, marketing materials, and social media postings) from the above companies. We analyzed the data through a framing approach (Entman, 1993; Snihur et al., 2018), which pays attention to the performative role of language in constructing reality, not only reflecting it. Entman (1993, p. 53) defines framing as selecting particular aspects of a perceived reality and making them more salient in communicating a text - with the aim to "promote particular problem definition, causal interpretation, moral evaluation and/or treatment recommendation". The analysis process was iterative and data-driven, and resulted in identifying four frames.

Results and/or Discussion and Contributions

The first frame is that of *salvation* where the value of food is emphasized, as described in the data: "The word "waste" is troubling, as it refers both to surplus and waste. That's why we speak about rescuing good quality food." The frame has a short time orientation, since it focuses on already existing food waste rather than preventing the problem. The frame has an emotional and ideological appeal. Excess food is put back to the resource cycle for the sake of the environment (slowing loops). The CVPs are targeted at consumers who are already environmentally and socially conscious, and want to do their part in fixing global sustainability challenges, as well as companies looking for ways to strengthen their CSR efforts.

The second frame is that of *thrift* which refers to thrifty use of limited resources of money, time, effort and raw materials. The data describes this frame as follows: "All the raw materials, work, energy, and effort of the food chain members are lost if food is thrown away. [...] Food waste is like throwing money to trash." The frame has a long time orientation, as it aims to save resources in every stage of the food supply chain. It utilizes a rationalist appeal and focuses on the most economical use of resources from the beginning, so that there would not be much excess (narrowing loops). The CVPs for both consumers and partner companies relate to optimizing the use of waste streams that can be transformed into savings or financial advantage.

The third frame is that of *innovation*, which concerns new technologies and innovations that drive the change toward a better future. It is used in the data for example as follows: "We are eager to start co-operating with [the start-up]. It is the first food waste store of its kind in Finland, and a pioneer, just like Nissan in the development of electronic cars and their ecosystem, says the country manager of Nissan." The frame has a long time orientation, as it targets at changing business models and consumer behavior holistically. It appeals to social distinction by emphasizing trendsetter consumers, bold innovators and forerunners in sustainable business. This frame mobilizes action, led by startups who question old structures and focus on either slowing or narrowing resource loops. The CVPs offer consumers the possibility to become early adopters in the use of new technologies. These technologies are proposed for companies as business (development) opportunities.

The fourth frame is that of *normalization*, aiming at legitimizing the food waste business and make it mainstream – as an acceptable and normal part of the existing food supply chain. It is described in the data, for example as: "We are just another regular restaurant, cooking good food". The frame has an intermediate timeframe – it aims to be a temporary solution to normalize the business of the start-ups. It appeals through social norms. In contrast to the innovation frame, it attempts to make food waste attractive to the masses to change their misbeliefs and ignorance regarding food waste. The consumer CVP is about familiar and comfortable (though novel) food experiences. For partner companies, they offer opportunities to expand their business through new offerings and customer acquisition.

Implications for Theory and Practice

Our findings contribute to marketing theory by 1) illuminating the creation of CVPs as powerful sociocultural framing processes which 2) take place through marketing materials, social media communications and media presence, and highlighting 3) the strategic role of start-ups in CE from a marketing perspective. The study provides managerial and societal implications by 1) emphasizing the need to carefully consider communication in the creation of the CVPs and 2) how start-ups in emerging food waste ecosystem make crucial effort in transforming businesses toward sustainability and circularity.

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Wearable technology adoption for quality of life

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Abstract:

People decrease their activities and social interaction in their aging stages. Wearable technology (WT) is one of the emerging technologies that help to sustain the quality of life (QOL) through monitoring and encouragement. To date, only limited research has been done regarding older peoples' adoption of WT. The review shows a clear gap, especially for older people over 65, which have the fastest decrease and need the most attention to sustain their QOL. Therefore, this study examines how older people over 65 can maintain their QOL through the adoption of WT. Older people will have a prolonged QOL, which will also benefit their families. Governments, hospitals and practitioners will have reduced workload due to a slowing of the natural aging process. Implementing technologies, such as the Internet of Things (IoT), enhances health automatisation, while new monitoring devices increase accuracy and reaction time. Some barriers need to be mitigated to increase WT acceptance.

Keywords: Wearable technology, Adoption, Older people

Introduction and Research Aim

As people get older, a natural decrease in their movement, activity, social interaction and cognitive capability are noticeable. In their last period of life, the decrease is likely to accelerate (Li, Ma, Chan, & Man, 2019). Wearable technology (WT) is one of the emerging technologies in the healthcare industry that can help to enable and extend a more active lifestyle through monitoring, individual engagement, encouragement and other facilities which can lead to an improved QOL (Li et al., 2019). According to the Australian Bureau of Statistics (2018), demographic projections in Australia of people over 65 years will increase from 15 per cent in 2017 to 23 per cent in 2066, and for people over 85 years, the increase will more than double from two per cent up to 4.4 percent accordingly. Consequently, it is clear that the WT sector needs to find a way of gaining older peoples' acceptance. Investigating WT in depth will help older people to understand the benefits and be open to acceptance (Li et al., 2019). Despite the enormous benefits this new technology offers (Mostaghel, 2016), the acceptance of WT is still low in regards to older people (Young, Willis, Cameron, & Geana, 2014). Therefore, this research focuses on the adoption of WT by older people in terms of usage and remote monitoring, and diagnostic and warning systems as a part of their standard healthcare; this includes everything from larger wearable medical monitoring devices, sensors that adhere to the skin, to the implanting of microchip sensors under the skin (Bergmann, Chandaria, & McGregor, 2012). WT is exceptionally important in emergency situations because the IoT can transfer critical data immediately to emergency services (Yang, Yang, & Plotnick, 2013). The study's goal is to increase the awareness of the importance in order to increase the adoption rate for older people for their health benefit and for economic reasons. WT will have growth by 2020 of \$17billion (estimated) (Gowin et al., 2019). This research proposes to examine how older people over the age of 65, can extend their health through the adoption of wearable technology. Hence, the research question is addressed here:

RQ: How can the adoption of wearable technology be enhanced in order that greater numbers of older people may improve their quality of life?

Literature review and propositions

In order to determine the factors of adoption, that is, the readiness with which people embrace information technology, Rogers' (1962) diffusion of innovation model and Davis' (1985) technology acceptance model were developed. Together, these early frameworks, along with newer models, indicated how people would adopt new technology. It was found that participants would more readily accept these devices if they could perceive benefits or usefulness from WT factors that enhance the chances of adopting, but also barriers that hinder the adoption of WT (C. Lee & Coughlin, 2015). Further, Figure 1 provides a research framework that includes four implementation factors that are beneficial, and two resistance factors that are considered barriers for opposing the adoption of WT. The utilitarian factors focus mainly on usefulness and practical benefits (Hong, Lin, & Hsieh, 2017) while hedonic factors focus on pleasure and positive emotion (Hans van der, 2004; Hong et al., 2017). The main goal of the facilitating factors is to support, develop and improve knowledge and comfort to the user while social factors tend to focus not only on social media, but also on group thinking, sharing and group acting. The research considers external resistant factors like security, safety, internet access, privacy, obtrusiveness, reliability and broader design issues as barriers and with individual resistance factors, the research includes cognitive, visual, auditory, motoric and attitudinal barriers.

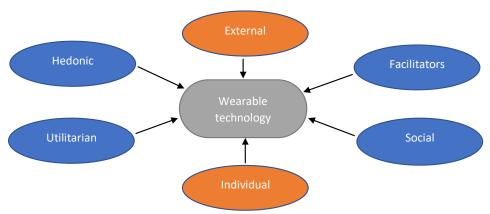


Figure 1: Research framework

Other significant factors ranged from usability and value, affordability and accessibility, independence, experience, and confidence (Steele, Lo, Secombe, & Wong, 2009; Young et al., 2014). While WT is gaining momentum in the health industry, and is emerging in the market for older people, analysis shows that there is a low adoption rate for the technology in the demographic over the age of 65 (C. Lee & Coughlin, 2015). The conducted literature review reveals that the main reason for the low adoption rate is that older adults were not assessed for their needs and wants, providing evidence of a clear gap in the existing literature regarding how especially older people perceive WT. Although the adoption rate is low, the general technology is broadly received as a positive outcome for older people (Baig, Gholamhosseini, & Connolly, 2013; Kang et al., 2010; Pan & Jordan-Marsh, 2010).

Contribution, Recommendation and Conclusion

Several recommendations that were discovered through the research include the fact that older people have special requirements for the adoption of WT as their cognitive and motoric domains change (Helbostad et al., 2017). The industry needs to be aware of this fact and develop specific devices. This research is an important contribution to enhance the quality of *life* for older people worldwide (J. Lee, Kim, Ryoo, & Shin, 2016). One explicit advantage for older people is more flexibility as they will be able to limit their regular visits to medical professionals for checkups because of new and advanced monitoring devices, that can be worn ubiquitously (Li et al., 2019). In addition, doctors can monitor patients' health through the cloud system which will decrease costs and workload for patients, doctors and hospitals. With the *implementation of IoT*, patients will be monitored automatically and be advised from the system itself, their doctors or hospitals if further health checks are required. In emergency situations, the system can alert the ambulance and/or any concerned parties (J. Lee et al., 2016). The health industry will profoundly benefit from this research through increased investment and profit in WT for older people as this segment is relatively untouched. It can further implement IoT, which will further boost the economy. IoT will communicate with each device and be able to forecast the health and wellbeing of the older person in the future. It is estimated that WT will have growth by 2020 of \$17billion (Gowin et al., 2019). The impact of health is regarded as highly inspiring for the government as it can reduce general health care and save costs for otherwise expensive treatment (J. Lee et al., 2016). At the same time, wide-ranging data will be collected to increase monitoring for the general public which in turn will be reflected in health prevention instead of reacting to health problems (Helbostad et al., 2017). Therefore, understanding the adoption of WT is a crucial topic for both academia and industry in an ever-changing environment.

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Exploring antecedents and outcomes of renting-over-buying

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Abstract:

This study offers a theoretical framework to better understand renting over buying (RoB) behaviors, in the context of home appliances and furniture products. First, we explore how RoB affects brand attachment and brand loyalty, that is, the role played by RoB in consumer-brands relationships. Second, we investigate the relationship between personality traits and RoB. Specifically, we look at the roles of materialism, variety seeking, frugality and brand-extended self-construal in explaining preferences for RoB. Altogether, the aim of this research is to offer preliminary explanations as to why some consumers decide to shift from owning to renting home appliances and furniture products, whose particular product features include unmovable, tangible, durable, timeless and functional, and for personal daily use. Finally, we discuss the managerial implications of our work, particularly the generation of additional income streams or the offering of a way to better serve consumers and explore cooperation opportunities with brands.

Keywords: renting-over-buying, materialism, sharing-economy

Introduction and Research Aim: The Emergence of Renting-Over-Buying Consumption Over the last decade, consumers' relationships with their possessions have started to change (Belk, 2014). Recent research suggests that 'access-based consumption' (Akbar et al., 2016) is growing, and that consumers are increasingly giving a higher importance to the mere access to and use of objects, rather than to the ownership of these objects (Bardhi & Eckhardt, 2017; Lawson et al., 2016). Similarly, the concept of "sharing economy" has emerged in recent years. Sharing the usage of the same object with other individuals or accessing an object in the form of a "loan" creates a new form of consumption culture. This can be illustrated by the growing number of companies offering customers rental options for everything from fashion (e.g. Rent the Runway) to furniture (e.g. Mobley). This emerging form of consumption can be understood in the context of 'liquid modernity', especially among the new segment of consumers who participate to the 'liquid consumption' (Bardhi & Eckhardt, 2017). Finally, the preference for product rentals can be related to "sustainable consumption", as for some consumers renting, rather than buying, may be related to addressing environmental issues.

This research addresses several gaps in our understanding of access-based consumption for durable goods. First, there is a gap in terms of how renting vs. buying behavior affects core consumer research constructs such as brand attachment or brand loyalty. Second, little is known about consumers' psychological traits, which may be involved in this decision-making process. In addition, existing studies mainly focused on consumers' motivations, attitudes or intentions to be freed from possessions (e.g. Lawson et al., 2016). Few researches investigated renting behaviors. In terms of research context, existing studies remain limited to long-established industries such as car rentals or the movie industry (Bardhi & Eckhardt, 2012). Furthermore, there is a lack of understanding of what are the decision criteria and motivational factors affecting consumers' propensity to switch from product ownership to product rental.

The aim of this study is thus threefold:

- To test relationships between core consumers' psychological traits and a general preference for 'renting over buying' ('RoB')
- To explore decision criteria and motivational factors affecting consumers' propensity to switch from ownership to renting.
- To investigate how access-based consumption through renting affects the brand-consumer relationship

Doing so, we address two research questions in line with this aim:

RQ1: What is renting-over-buying and how can it be conceptualised?

RQ2: What are the main determinants and outcomes of renting-over-buying?

Conceptual framework and expected results

Our conceptual framework enables us to derive a series of hypotheses. In Part I: Hypothesis 1a:

Materialist individuals tend to associate possessions with success and happiness in life (Felix & Garza, 2012). We expect less materialistic consumers, as opposed to materialistic ones, to be more likely to choose RoB. Hypothesis 1b: Consumers with strong variety seeking traits may regard renting as a new experience, allowing them to try different choices without a commitment to accessed products (Olsen et al., 2016). Hence, we argue that they are more likely to choose RoB. Hypothesis 1c: Consumers with frugality trait have the tendency to plan their spending based on long-term goals (Lastovicka, et al., 1999). Renting only allows a limited period of

usage of the product. We thus expect consumers with a lower level of frugality trait to be more

likely to choose RoB. Hypothesis 1d: Consumers with higher levels of Brand-extended SelfConstrual (BESC) may possess more material possessions than low-BESC consumers (Sprott et al., 2009). We thus expect BESC to have a negative relationship with RoB. In Part II: Hypothesis 2: Owned brands may generate greater involvement and be liked by owners than by nonowners (Kirmani et al., 1999). We thus conclude that the brand personality (Aaker, 1997) may not be a deciding factor for the choice of RoB. In Part III: Hypothesis 3: Attitudinal loyalty includes attitudinal preference and commitment towards the brand (Jacoby & Kyner, 1973). Emotional attachment could predict consumers' commitment to a brand (Thomson et al., 2005). We conclude that consumers' commitment to a rented brand in their future consumption (renting or buying) would depend on how they become emotionally attached to the rented brand through RoB.

Methodology: a mixed-method approach combining interviews and questionnaires

This research adopts a mixed-method approach (Jogulu & Pansiri, 2011) combining semistructured interviews and a questionnaire among consumers of a furniture-rental company, to address these gaps. First, we plan to conduct a series of exploratory in-depth interviews, focusing on consumers currently engaged in furniture-rental consumption. Second, drawing from these findings and literature review, we designed a questionnaire to test the above-mentioned hypotheses. Participants will be drawn from the database of an actual furniture-rental company. Scales include materialism (Richins, 2004), variety seeking (Olsen et al., 2016), frugality (Lastovicka et al., 1999) and BESC (Sprott et al., 2009). In addition to these, we developed a set of items measuring decision and motivational factors affecting consumers' propensity to switch from ownership to product rental. Third, we explore how the effect of RoB on consumers' relationships with brands, by looking at the relation between consumers' preference of RoB, their emotional attachments to brands (Thomson et al., 2005) and their attitudinal brand loyalty (Bennett & Rundle-Thiele, 2002) in future consumptions. The data will be analyzed using structural equation modeling.

Expected Results, Contributions and Implications for Theory and Practice

The expected theoretical contribution is twofold. First, we hope to identify core antecedents of the RoB consumption behavior for product categories for which consumers traditionally favor buying over renting. Second, we hope to establish a conceptual framework to explain how consumers weigh the brand personality of a rented product in the decision-making of RoB, and how RoB may impact consumers' relationship with the rented brand in their future consumptions. This research may also benefit managers, who can look for additional income streams switching to a rental business model. In addition, it can benefit existing companies already offering home appliances and furniture rental to better serve consumers and explore cooperation opportunities with brands.

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The Consumer's attitudes towards ethical products

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Abstract:

In the transitioning towards the circular economy, there are several challenges and barriers, one of these barriers are consumers, their attitudes and their purchase intention is often not congruent with the company's perspective. There are many studies on barriers in transitioning to the circular economy, mainly in an industrial and business to business settings, yet the studies on the consumer's attitudes and intentions towards ethical products are still scarce. A survey was sent using theories including new ecological paradigm and the theory of planned behaviour to measure the attitudes and intentions of consumers towards circular business model products and their willingness to pay a premium. The study revealed from 317 respondents that Swedish consumers are positive towards ethical products driven by their environmental concern. The findings suggest most positive age groups were the postgraduates and individuals between 26-35yrs. Also, males are more environmentally aware than females in Sweden.

Keywords: Circular business models, ethical product, attitudes.

Introduction and Research Aim

We live in an economy that is exhausting the natural resources under the assumption that resources are unlimited (De Angelis, 2018). The world population is projected to grow to 9 billion by 2050 (United Nations, 2015). This rising growth of population and the standard of living is associated with an increase in the consumption of goods and energy with disregard to the environment (Milios et al., 2019). These consumption models are linear in nature ascribed to the 'take-make-dispose', or 'cradle to grave' approaches and put big pressure on the environment (Jaramillo & Destouni, 2015). As a result, governments, businesses and organisations are on a quest for effective sustainable framework in consumption that measure the impact on the environment (ibid).

Moreover, the cost of remanufacturing a product in the circular economy is much lower than producing one from virgin material. Thus, companies that implement circular economy practices such as reuse, repair, refurbish and extend product life as well as redesign, sharing, reverse-logistics, and recycling not only benefit the environment, follow the increasing environmental policies but also differentiate themselves, increase their profit and gains access to new markets (Linder & Williander, 2017).

There is a plethora of studies on the circular economy in the past decade (Ghisellini, Cialani, & Ulgiati, 2016), yet, mainly concentrated on the business to business perspective and industries, there are scarce studies that address the consumer perspective towards circular business model products (Oghazi & Mostaghel, 2018). Since consumers have become increasingly aware of sustainable and ethical products (Ghisellini et al., 2016). Exploring the consumer's attitudes, intention towards CBM products are imperative when it comes to business planning and introduction of a sustainable product to the market (Hazen et al., 2017).

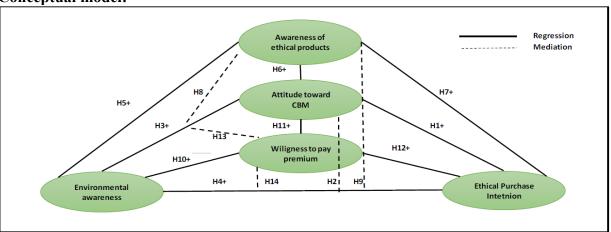
According to Yadav and Pathak, (2016) a sustainable product or service, which are friendly to the environment, fit under the umbrella term of ethical products. Since CBM product falls under ethical products. A transition from linear business model product to circular cannot happen by excluding the consumer from the value chain, and therefore it includes governments and policies, suppliers and the supply chain, societal influences and norms, and ultimately the consumer's acceptance and their collaboration (Garza-Reyes et al., 2019). Another significance of studying the consumer's acceptance is the fact that consumers are one of the biggest barriers in the transition towards circular business models economy (Tukker, 2015).

The aim of this study is:

To understand the consumer attitudes and intentions towards ethical products.

We address two research questions in line with this aim:

RQ1: What influences consumers attitudes towards circular business model products? **RQ2:** What influences consumer intentions towards circular business model products? Conceptual model:



Methodology

An explanatory research design was adopted in this study, since it is referred to as an analytical research design, to identify causal relations between the variable which are related to the research problems (Creswell, 2009). The author collected data using online surveys and the snowball technique, to increase the response rate. A non-probability convenience sampling was chosen, targeting individuals between 18-65 ages, 1000 questionnaires were sent, 317 returned with a 31% response rate. Relying on the literature 14 hypotheses were constructed and the Operationalization was done after a careful reading of the theories. The new ecological paradigm was selected to measure and assess attitudes towards the environment (Klain, Olmsted, Chan, & Satterfield, 2017). And the theory of planned Behaviour by (Ajzen, 1991) to measure attitudes and intentions towards CBMP's, example of CBM products was chosen (car-sharing model like Sun fleet Volvo) in the survey without mentioning the circularity and sustainability of the products to keep the sample products as organic as possible and not to influence the respondents surveys. SPSS was used to analyse the data, using multi-linear regression and MANOVA.

Results and/or Discussion and Contributions

The results show that the Swedish consumers have higher than the average attitudes and purchase intentions, they also had a high environmental awareness. Their awareness of CBMPs products was also high, their willingness to pay premium was not as high as their awareness and concern for the environment, which shows they have a price sensitivity. 13 Hypotheses were accepted one hypothesis was rejected, the H9-Ethical product awareness mediating environmental awareness and purchase intention. The results show that the best segment for CBMP is the postgraduates and persons among the 26-35 age. It is owing to their higher earning power, awareness of CBMPs, awareness of the environment and the willingness to pay premium. These segments are existing in larger metropolises and areas.

Implications for Theory and Practice

This study contributes to expanding the theories on the consumer's attitudes towards CBMPs, and to understand consumers in the circular economy in relation to product design, pricing strategies. From the managerial perspective, business executives and managers can use the findings to apply influence on different constructs in the theory of planned behaviour in accordance with what has the most effect on the intentions and attitudes, likewise, increase the environmental awareness in their marketing and product placement to influence attitudes and purchase intention.

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From market exclusion to inclusion: Applying an ecosystem perspective

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Abstract:

Since the 90s, the poverty alleviation literature has advocated for entrepreneurship and market-based approaches as solutions to overcoming poverty. However, except for a very few exceptions, the vast majority of subsistence entrepreneurs are not able to market their offerings beyond the subsistence marketplace. The extant literature provides three main explanations to this phenomenon: (1) institutional mismatch between informal and formal markets, (2) the lack of suitable resources, and (3) the limited market agency of informal sellers. We argue that all of these explanations are insufficient alone, and propose that market-based approaches to poverty alleviation should adopt a genuinely systemic perspective. Through comprehensive and systematic literature review, we synthesising our findings into a conceptual framework, which is illustrated with two case examples – one from Africa and another from South America.

Keywords: Service ecosystems, market inclusion, poverty alleviation

The behaviour-attitude gap in sustainable consumption

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Abstract:

Can sustainable behaviours encourage sustainable attitudes? A well-established attitudebehaviour gap exists in sustainable consumption in which consumers' attitudes do not always align with resultant behaviours. However, some consumers can behave in a sustainable way (e.g. buying second-hand luxury clothing, carrying reusable bags) without congruent sustainable attitudes (such as having green values). This research terms this the behaviourattitude gap, whereby consumers behave sustainably without holding sustainable attitudes. This phenomenon is investigated using theories of planned behaviour, social cognition and the importance of social signals in sustainable purchasing decisions. Our findings provide a nuanced understanding of the dynamics between sustainable behaviours and sustainable attitudes. From sustainable behaviours, sustainable attitudes can be built encouraging longterm sustainable consumption. Managerially, this allows marketers to frame communications that facilitate the development of sustainable attitudes from sustainable behaviours, which in turn should encourage more enduring sustainable behaviours.

Keywords: behaviour-attitude gap, luxury, social signals

Introduction and research aim

Despite increasing consumer awareness of sustainability and environmental issues, there are still low levels of actual sustainable consumption (Johnstone & Tan, 2015; Remy, Speelman & Swartz, 2016). While there is evidence that consumers recognise the importance of environmental and sustainability principles, less than 5% of purchases reflect this mindset (Bray, Johns, & Kilburn, 2011; Euromonitor International, 2017). The luxury fashion market is an area in which consumers are slow to adopt sustainable consumption behaviours. Furthermore, fashion consumption behaviour exists within an industry criticised for its environmental footprint (Conca, 2015). There is, however, a growing movement for consumers to supply their luxury clothing for re-sale, consequently providing opportunities for other consumers to purchase second-hand designer clothing while delaying the ultimate disposal of these items. In addition, consumers who purchase second-hand luxury clothing can be motivated by the desire to own a luxury brand not by the sustainable benefits of buying second-hand. It is proposed that such participation in re-sold luxury clothing exchange may not necessarily be triggered by sustainable principles, yet these consumers are performing sustainable behaviours. This forms the behaviour-attitude gap in sustainable consumption.

The aim of this study is: *To explore the behaviour-attitude gap in the context of sustainable consumer behaviour. Can sustainable behaviours encourage sustainable attitudes?*

Therefore, there are three research objectives:

RO1: To explore the sustainability attitudes, behaviours and knowledge of consumers who engage in sustainable behaviours *and* are motivated by sustainable attitudes.

RO2: To explore the sustainability attitudes, behaviours and knowledge of consumers who engage in sustainable behaviours *but* are not motivated by sustainable attitudes.

RO3: To investigate the effect of sustainable marketing messages on attitude change among consumers.

This research will provide a framework to better understand sustainable consumer behaviour.

Background and conceptual model

Two theoretical positions shape the research approach, the theory of planned behaviour (TPB) and social cognitive theory (SCT). TPB is a widely used theoretical framework for explaining the purchase decision making of sustainably minded consumers and for predicting their purchase intentions (Ajzen, 1991; Carrington, Neville, & Whitwell, 2010; Chatzidakis, Hibbert, & Smith, 2007; De Pelsmacker, & Janssens, 2007). As a model that predicts behaviour, it states that intention leads to behaviour and that there are three antecedent factors that influence intention; attitude, subjective norm, and perceived behavioural control.

The second theoretical lens, SCT, theorizes that human behaviour occurs in a social context and is the result of a dynamic interrelationship between behavioural determinants, environmental determinants and personal determinants (Bandura, 1986). The interrelationship between these three determinants is continuous. The feedback loop of SCT is crucial to understanding sustainable behaviour as it captures two key occurrences that are vital to sustainable purchase decisions: past behaviour, and behaviour affecting personal and environment factors (Phipps et al., 2013).

These theoretical lenses are the grounding for the proposed conceptual model, which uses three dimensions (sustainable attitude, sustainable behaviour and sustainability knowledge). The model combines the attitude-intention-behaviour process of TPB with the dynamic elements of SCT, drawing on the central role of attitudes in consumer decision making (Fazio, Powell

& Williams, 1989). Based on these three dimensions, it is possible to differentiate seven attitude-behaviour-knowledge states and relationships (Figure 1). SCT informs the dynamic nature of the model since consumers can shift within the model based on changes in attitude, behaviour or knowledge (Bandura, 1986). This research explores the factors that cause these shifts and the relative strengths of each of the constructs to each consumer.

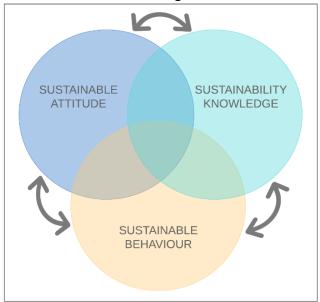


Figure 1. Conceptual model of sustainable states of being

Methodology

This research is grounded in pragmatism as a research philosophy. In line with this, we adopt a mixed method approach to investigate if sustainable behaviours can encourage sustainable attitudes. Both quantitative and qualitative methods are used (Brewer & Hunter, 1989; Datta, 1994). Study 1, in progress now, is a time-delay study over 6 months via in-depth interviews and qualitative analysis to examine the behaviour-attitude gap. Participants include: consumers who supply luxury clothing for re-sale, consumers who purchase second-hand luxury clothing, and business owners facilitating this exchange. Study 2, an experimental design, tests if marketing messaging can alter the attitudes of those who buy or sell second-hand luxury clothing.

Results

Preliminary results from study 1 provide insights into the seven consumer groups of the conceptual model in Figure 1 – their attitude formation, behavioural influences, and sustainability knowledge. The results provide an understanding of the relative strengths of each construct for each group. The role of social signals and social influences help explain the behaviour-attitude gaps/congruence and the relative changes in the overlapping areas in the model. These findings refine the conceptual model, generating the marketing messages that will be tested in study 2.

Intended contribution and implications for theory and practice

By better understanding consumer attitudes and buying behaviours of resold designer fashion, we can use marketing initiatives to encourage consumers to behave, think, and feel in a more sustainable way. If a consumer has congruency between their attitude and behaviour, this is more generalizable across different sustainable contexts (Andreasen, 2003). This research provides insights into sustainable consumption, paving a way forward using marketing as part of the solution to the sustainable issues we are facing.

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Future of relationship marketing during the winds of change

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Short Abstract

The current study explores the evolution of the relationship marketing paradigm in the literature. Based on a systematic review of the works published during the last two decades, the current study identifies the trends that drive the future of relationship marketing. Results indicate that four themes such as trust, commitment, service and information technologies are central to the future relationship marketing approaches. The success of future marketing practices may depend on how marketers commit themselves into customer-centric services and earn customer's trust and loyalty by effectively and efficiently employing Information technologies. The research findings are expected to provide contributions to marketing theory by providing a comprehensive review of the relationship marketing literature and development of a conceptual framework indicating the future trends in the relationship marketing paradigm. The study also provides suggestions to businesses in terms of the priorities for developing and maintaining profitable customer relationships in this changing world.

Keywords: relationship marketing, commitment, service, trust, technologies

Introduction and research aim

The aim of this study is to identify the key drivers of relationship marketing that may guide the businesses to successfully implement profitable customer management strategies in this turbulent and changing business environment. Relationship marketing is a three-decade-old concept originated in Harvard Business Review in 1983 (Levitt, 1983). Since then, the concept of relationship marketing has been a topic of academic research in various contexts such as industrial marketing (Levitt, 1983), service marketing (Grönroos, 2017), online marketing (Sheth, 2017; Steinhoff, Arli, Weaven, & Kozlenkova, 2018), education marketing (Frasquet, Calderón, & Cervera, 2012) and so on. Despite this growing interest, systematic and scholarly reviews into the concept of relationship marketing and its distinctiveness from other relational concepts have been limited to date. This study aims to address this gap by providing a systematic inquiry into the concept of relationship marketing which ultimately helps to identify the key priorities for shaping the marketing strategies for the turbulent and challenging market.

Relationship marketing is defined as "an integrated effort to identify, maintain, and build up a network with the individual consumers and to continuously strengthen the network for the mutual benefit of both sides, through interactive, individualized and value-added contacts over a long period of time" (Shani & Chalasani, 1992, p.34). The definition pointed out the need for businesses to build a long-lasting relationship with customers, for their mutual benefits. According to Morgan and Hunt, relationship marketing refers to all activities that help to establish, develop and maintain successful relational exchanges between all stakeholders in business including suppliers, buyers, internal (e.g. employees) and external stakeholders (e.g. competitors) and is mediated by primarily via commitment and trust between these groups (Morgan & Hunt, 1994).

Today, highly complex and multifaceted relationships exist between suppliers, manufacturers, and customers as businesses are shifting their focus from production concepts to customer concepts, from profitability and growth to sustainability and innovation. These changes occurred in the business priorities were accelerated by technological advancements such as the internet, social media, smartphones and mobile applications, artificial intelligence, virtual reality and so on. As new technologies are introduced into the market every year, it is important to understand how these technological changes are related to and drive the future of relationship marketing. Therefore, it is appropriate to look back into the marketing literature and identify current approaches towards relationship marketing in order to recommend strategic priorities for the future. The current study addresses several research questions in line with this objective:

RQ1: What is the current understanding of relationship marketing paradigm?

RQ2: Why relationship marketing is significant in shaping future marketing strategies?

RQ3: How technology is influencing future relationship marketing activities?

RQ4: Identify the key priorities for the future of relationship marketing?

Methodology

The study employed qualitative research methods due to the nature of the research questions. Based on the grounded theory principles, the current study analyzed the contents of relationship marketing articles published in leading marketing journals for the past two decades. Out of 634 peer-reviewed and full papers available with the subject topic "relationship marketing" in ABI/INFORM database between the periods 1 January 2000 and 31 December 2018, a final sample of 132 articles were selected for content analysis after screening for subject relevance and contributions to marketing theory and practice. NVivo version 12 was used for content analysis based on the grounded theory approaches including open coding, category and thematic

development based on theoretical approaches.

Results and/or Discussion and Contributions

Results and discussion of the current study are related to four themes identified in the content analysis of marketing literature. These include "commitment", "trust", "service", and "information technology". Seller's commitment to develop and maintain profitable relationships with customers and other stakeholders is central to the future of all relationship marketing initiatives. The commitment in this context may be defined as "seller's enduring desire to maintain a valued relationship" with its stakeholders" (Verma, Sharma, & Sheth, 2016, p.209). The concept of commitment has been discussed throughout the literature (Addison, Lingham, Uslay, & Lee, 2017; Morgan & Hunt, 1994) and some identified commitment as an antecedent of trust whereas others suggested commitment as an outcome of trust in an exchange relationship. Either way, strategic commitment is found to be a critical success factor of a firm's relationship marketing efforts (Miguel-Romero, Caplliure-Giner, & Adame-Sánchez, 2014; Moorman, Deshpande, & Zaltman, 2006). This study finds strategic commitment is central to any profitable customer relationship management strategies.

The role of trust in market relationships is well evidenced in the relationship marketing literature (Miguel-Romero et al., 2014; Moorman et al., 2006; Verma et al., 2016) as an integral component of successful relationships. Trust refers to the sellers "confidence in exchange partner's reliability and integrity" (Morgan & Hunt, 1994, p.23). According to Morgan and Hunt, (1994), both commitment and trust are essential for promoting efficiency, productivity and effectiveness in business that may lead to relationship marketing success.

Another significant finding from this study is the correlation between service and relationship successes. It is practically impossible to develop, maintain and enhance profitable customer relationships without adopting service perspectives in the business model (Grönroos, 2017; Vargo & Lusch, 2004, 2008). Research suggests that expected customer behavioural outcomes including loyalty, satisfaction, and engagement, and other customer interactions are influenced by the business's preparedness for a service-centred view in their overall decisions

Along with the three major drivers mentioned above, changes in the Information and communication technologies are expected to be influencing future relationship marketing strategies. Changes in technologies including the adoption and use of internets (hypertext web), social media, semantic media including mobile applications and big data, and symbiotic information technologies including artificial intelligence and virtual reality played key roles in strategic marketing decision making in the past and this trend will continue towards the future (Keegan & Rowley, 2017; Steinhoff et al., 2018).

Implications for Theory and Practice

The research findings are expected to provide significant contributions to marketing theory by 1) providing a comprehensive review of the relationship marketing literature, 2) ascribing consistency to our existing knowledge on relationship marketing paradigm and 3) providing a conceptual framework indicating the future drivers of relationship marketing. The study also provides valuable suggestions to business practitioners by suggesting the priorities for developing and maintaining successful customer relationship management strategies in this changing market place.

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Sustainability-oriented value propositions

Melissa Barden, University of New South Wales Mark Uncles, University of New South Wales Adrian Payne, University of New South Wales

Short Abstract:

This conceptual paper investigates the links between value propositions, sustainability and corporate sustainability tensions to provide an understanding of how value propositions might be crafted and managed to improve corporate sustainability practices. Four research questions are addressed, which seek to identify the nature of sustainability-oriented value propositions, their antecedents and customer outcomes, and the role of tensions and tension management in their development. Theory is extended through the development of a typology of sustainability-oriented value propositions that provides a nuanced understanding of the role of sustainability benefits in value creation. A multilevel perspective is taken in considering antecedents, and customer-perceived value and customer-perceived sustainability value are distinguished with respect to outcomes. Introduced is a novel and innovative perspective on value propositions as a mechanism for managing corporate sustainability tensions, and the development of sustainability-oriented value propositions is shown to depend critically on corporate sustainability logics and tension management approaches.

Winds of change in private motoring

Tommi Laukkanen, University of Eastern Finland Pradipta Halder, University of Eastern Finland

Short Abstract:

This study examines the effects of green consumption values and consumer novelty-seeking on consumer intention to choose a battery electric vehicle (BEV) over a conventional car that runs on petrol/diesel. We further study how gender, age cohort, and country moderate these effects. Analysis of 663 private car owners shows that besides green consumption values, also novelty-seeking explains consumers' eco-innovation adoption behavior, and that these effects are consistent across gender and age cohorts. However, we show that consumer novelty-seeking plays a fundamentally different role in the sampled countries that represent the opposite ends in the number of BEVs as a proportion of the total plug-in electric vehicles in EU countries. We conclude that not just green consumption values explain consumers' interest in cars that run exclusively on electricity, but novelty-seeking also plays a significant role. The study contributes to the EU roadmap for zero transport emissions by 2050.

Keywords: Green consumption values, Consumer novelty-seeking, Battery electric vehicles.

The multidimensional construct of transparency and implications

Kate Sansome, The University of Adelaide Dean Wilkie, The University of Adelaide Jodie Conduit, The University of Adelaide

Abstract:

With growing concern for ethical and sustainable consumption, consumers are demanding more information to make informed choices. However, the increasing number of complicated and misleading sustainability claims has heightened consumer scepticism and exacerbated the attitude-behaviour gap. Previous research suggests that transparency can address this problem. Despite agreement that transparency is capable of increasing brand performance, the literature has fragmented approaches to conceptualising transparency. This begs the question as to how transparency differs from other concepts, such as information disclosure? The present research aims to address this gap by developing an understanding of transparency as a multidimensional construct comprising of (1) accessibility, (2) clarity, (3) objectivity and (4) proactivity. The findings indicate that transparency has a stronger impact on building a brand's societal image by influencing consumer scepticism and brand credibility, in comparison to solely information. Hence, it provides academics and marketing managers with important implications for research and marketing strategy.

Keywords: transparency, consumer scepticism, brand credibility

Change for sustainable tourism: A postcolonial approach

Wiam Id boumsoud, University of Huddersfield Brendan Canavan, University of Huddersfield Yacoob Suleiman, University of York

Abstract:

The complexity of human behaviour and the inextricability of the tourism sector makes from managing collaboration a vital element to successful sustainable tourism implementation. In this, collaboration in the context of rural areas in post-colonial developing countries received little attention despite the significance of collaboration and the effect of colonialism and neo-colonialism on policymakers' mind-set and sustainability in these vulnerable areas. Thus, this study aims to improve our understanding in implementing sustainable tourism by understanding collaboration in the context in question. For this, seven semi-structured interviews were conducted with Souss-Massa region tourism policymakers in Morocco. The findings demonstrate barriers related to the historical colonial background of the country, the mind-set and the destination territorial identity. It also outlines discourse, ambivalence and neo-colonialism as elements to consider in understanding and changing the status quo of collaboration between the different streams of a hybrid society for effective sustainable tourism implementation.

Keywords: Sustainable Tourism, Stakeholder Collaboration, Postcolonial Theory

Introduction and Research Aim

Growing concerns about climate change, salient socio-economic disparities and penurious resources in the context of the exponential growth of populations have placed new burdens on sustainability (Middleton & Hawkins, 1998). As has been well recognised, the tourism sector plays a pivotal role in the quest to sustainability. One of the main challenges facing sustainability marketing in tourism is influencing tourism actor's behaviour for a positive sustained pro-sustainable behaviour (Hall, 2016). Thus, it is judicious to question the status quo of sustainability, examine its challenges and thrive to develop more effective approaches and innovative solutions.

Sustainable tourism as a complex sector in perpetual turbulence encompassing a plurality of stakeholders led tourism scholars to firmly state that a successful sustainable tourism implementation is driven by a solid and effective collaboration of stakeholders (Gossling, Hall & Weaver, 2009). Yet, collaboration is still facing various complications that sabotage sustainability especially when it comes to vulnerable tourism destinations such as the rural milieu of developing countries with a postcolonial background like the Souss-Massa region in Morocco.

Despite its unique and original spirit, Souss-Massa region is facing several issues with tourism although it constitutes a lever for development for its urban and rural sides. The region, considered until a few years ago, one of the best destinations in the world. Yet, it lost its influence and its performance (Boulbaroud, 2016, April 1). The statistics, the statements of professionals and the feedback of the different actors of the destination confirm this fact and report a dramatic situation and a general doldrums (Boulbaroud, 2016, April 1). All this indicates that the destination is in crisis, and the question of sustainable tourism development arises at an alarming way especially that the region is a complex, multidimensional tourism destination with a postcolonial background (Boulbaroud, 2016, April 1). The repercussions of the crisis have a clear impact on the governance, the management and the marketing of the rural area of the region. This might be detrimental but can also constitute a great opportunity for the area to revive and rehabilitate its crew to settle as a competitive sustainable tourism destination.

The aim of this study is:

To understand sustainable tourism stakeholders' collaboration from the perspective of policymakers in the context of rural areas in postcolonial developing countries.

Two research questions are addressed in line with this aim:

RQ: What are the elements influencing tourism stakeholders' collaboration in the Souss-Massa region from a postcolonial lens?

Background and/or Conceptual Model

Postcolonial theory is an interdisciplinary critical theory that is founded on the examination of social, political and cultural narratives and relationships between the colonizer and the decolonized country (Burney, 2012). As a result, a basis for change is provided against the established neo-colonial relationships and narratives by destabilizing power, superiority and privilege taking for granted by the West (Said, 1978). In this, critical theorists have utilised a profusion of conceptual frameworks as tools for critical analysis for "diverse, diasporic and different" subjects. Tourism in its turn found its natural fit within the usage of postcolonial theory for analysis as it unveils the neo-colonial power on ideologies and structures (Tucker & Akama, 2009). Thus, this paper mobilises the postcolonial theory as a lens from which sustainable tourism stakeholders' collaboration complications are going to be seen. This is

because Morocco is a postcolonial country with a hybrid society that may positively or negatively affect the way the destination and sustainability are managed and marketed.

Methodology

Seeing the exploratory nature of the study, an inductive qualitative approach has been applied. Therefore, seven semi-structured interviews were conducted with officials representing tourism key policymakers of the region in the following institutions: the Regional Delegation of tourism (DRT) which is the direct representative of Tourism ministry in the region; the regional council of tourism (CRT), the prefecture known as Wilaya, the regional council (CR) and SMIT Morocco for Tourism Engineering and Investment. The main themes guiding the interviews that lasts for an average of 50 minutes per participant were sustainable tourism, stakeholders' collaboration and behavioural change approaches. The data was then analysed following a thematic analysis through a process of elaborating lists of codes, shortlisting expanded codes to categorized codes then developing themes (Creswell & Poth, 2018).

Results and/or Discussion and Contributions

The results revolve around three main themes which are the elements influencing sustainable tourism stakeholders' collaboration. Firstly, discourse is considered as the medium to gain and share knowledge. Hence the development of the knowledge power nexus. Discourse has then a domination power on dominated groups such as local community when it comes to their relationship with policymakers and policymakers themselves when it comes to their relationship with the French embassy or French experts. This system of structured statements communicates knowledge whether it is for raising awareness, sharing expertise or communicating actions for sustainable tourism implementation and development.

Secondly, similarly to Bhabha (1994) and Kim and Um (2016), this study uncovered the element of Ambivalence that reflects a strange symbiotic relationship between the southern part of Morocco and France. It is a love-hate or an attraction-repulsion relationship inherent to the mind-set of the Moroccan society including all tourism stakeholders. This directly affects collaboration in the first instance especially when it comes to policymakers and rural communities. This might be explained by historical human consequences of the oppression of the developed and civilised French against the underdeveloped and barbaric Moroccan.

Finally, it became clear that whether it is the concept of sustainability, or tourism management and marketing in Morocco as a postcolonial country is still under the superpower of the French cultural imperialism. This was a conclusion that appeared in policymakers' statements that intentionally or unintentionally admitted neo-colonialism (Burney, 2012) effect on the tourism sector. The element of antagonism towards neo-colonialism is indeed present; yet, this could not save management and marketing strategies from devastating effects on the region due to neo-colonialism.

Implications for Theory and Practice

This study adds knowledge to our understanding of collaboration as it explores postcolonial elements (binary oppositions) inherent to the mind-set managing collaboration for sustainable tourism in a postcolonial context. This helps in tracing convergence and divergence lines along these binaries to reveal the elements to boost, omit or attenuate for effective collaboration in sustainable tourism sector to make the change for sustainability to endure as a global community, endure for future generations. Subsequently, the research has managerial implications in enhancing collaboration in a hybrid society for sustainability in tourism.

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Fast fashion and sustainability amongst Chinese millennials

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Abstract:

For many consumers, fast fashion garments are affordable to buy and to throw away. Eighty billion pieces of fast fashion clothing are sold worldwide yearly, and three out of four are discarded to landfills after their short lifespan, creating a significant environmental impact. This study explores the role fashion plays in their daily lives, and what sustainability means to them. Seven focus groups were conducted in China for it is the largest clothing markets in the world and for its unique cultural characteristics. Findings show that Chinese millennials generally lack awareness of the environmental impact of fast fashion. Fashion plays a key role in self-expression, Mianzi and is an affordable instrument they can use to gain social acceptance in a collectivist society. At the present stage of their lives, fast fashion seems indispensable even when they come with an environmental cost.

Keywords: Fast Fashion; Sustainability; Millennial

Government role and sustainable technology adoption behaviours

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Abstract:

This research examines the role of government assistance as a novel dimension concerning the adoption of sustainable technologies in the context of SMEs operating in Malaysia. This dimension stems from the fact that in many transitional economies, private sector organizations encounter resource constraints that act as a significant barrier to adopt technological innovation. Data was collected from 263 SMEs in Malaysia. PLS-SEM was used to analyze the data and the results indicated a good model fit. It was found that government policies, government subsidies, organizational attitudes and organizational ethics are critical determinants of Malaysian SMEs' sustainable technology adoption behaviours. The proposed theoretical framework uncovers a new set of determinants and addresses a significant lacuna in the contemporary literature concerning the government-driven adoption of sustainable technologies.

Keywords: Sustainable technology, Malaysian SMEs, Technology adoption

Introduction and Research Aim

The purpose of sustainable technologies is to create cleaner and environmentally friendly production methods of materials, goods, and services, where resources and energy are used efficiently with only small amounts of waste and emissions (Koltun, 2010). Malaysian SMEs are still in their infancy when it comes to adopting sustainable technologies despite the potential economic, social, and environmental benefits (Papargyropoulou, Padfield, Harrison & Preece, 2012). The Malaysian government has called for more emphasis regarding the implementation of sustainable technologies, so that by the year 2020 all valuable resources are not wasted, rural land remains productive and fertile, water is unpolluted, and forest resources have the ability to regenerate and produce the country's development needs (Agamuthu and Victor, 2011). However, little is known about the role of government which is critical to the adoption of sustainable technologies. Without understanding the role of government, it would be difficult for organizations and individuals to realize the benefits of sustainable technologies. Moreover, the current technology adoption models primarily focus on individuals' technology adoption behaviours and lacks organisational perspectives concerning technology adoption. This research fills the void in the extant literature by exploring how government policies, support strategies and regulations affect Malaysian SMEs' sustainable technology adoption behaviors which could potentially influence their competitive advantage.

Research Model

This study develops a simplified model of sustainable technology adoption, with a consideration of the strengths and limitations of existing models. Here, the focus is on the role of government assistance to Malaysian SMEs. The theoretical framework for this study is based on the theory of reasoned action (Ajzen, Albarracin, & Hornik, 2012; Fishbein, 1979); technology acceptance model (Davis, 1989); and environmental attitudes model (Thompson and Barton, 1994). The proposed framework considers organizational attitudes and organizational ethics as the mediator between government assistance (policies, support, subsidies) and the adoption of sustainable technologies. The research models employed in this study are holistic and incorporates simplified variables not originally included in the existing theories.

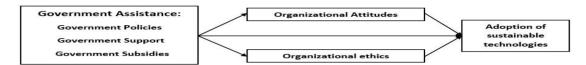


Figure 1: Theoretical Research Framework

Research methodology

Data was obtained with the support of SME Corporation Malaysia which distributed the survey questionnaire among the 8764 SMEs in the country. Of these 8764 SMEs, 2000 were randomly selected as the targets of the online survey questionnaire. A total of 269 completed responses were received out of which 263 were deemed usable for analysis. Thus, a response rate of 13.15% was achieved, which is common in the similar field of research. The data was analyzed using partial least squares structural equation modeling (PLS-SEM). The PLS-SEM serves well to analyze similar-sized data set. Furthermore, PLS-SEM can measure multiple construct variables at the same time by evaluating multiple theories within one model. Thus, the usage of PLS-SEM is essential for accurately measuring the collected data.

Discussion of the results

The results from the PLS-SEM path analysis show that governmental policies have a direct effect on organizational attitudes variable (*p<0.05), whereas governmental subsidies have a

direct relationship with organizational ethical beliefs variable (**p<0.01). None of the antecedents have a direct effect on the adoption process, but the findings indicated that organizational attitudes (*** p<0.01) and organizational ethical beliefs (***p<0.01) are positively correlated with adoption of sustainable technology. The result shows that the government can influence organizational attitudes by introducing new policies that generate positive feelings towards sustainability, which could encourage the adoption of sustainable technology. Buijs and Lawrence (2013) stated that emotional states can influence individuals' and even organizations' decision to adopt new innovation through feelings of attachment, respect, responsibility and joy. The PLS-SEM path analysis showed that all variables accounted for 72.2% of the variance in organizations' acceptance of sustainable technology. Figure 2 illustrates the path coefficients and constant for PLS-SEM algorithm and the significance of each independent variable in the model in predicting the dependent variable. Extant literature also supports the notion that attitudes have a positive relationship with an individual's actions or behaviors towards a certain phenomenon (Davis, 1989). Thus, it is safe to assume that organizational attitude also influences their technology adoption behaviours. The government can also take the initiative by providing subsidies and incentives to help SMEs adopt sustainable technology.

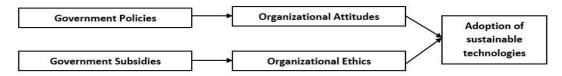


Figure 2: PLS-SEM Path Theoretical Research Model

Implication for theory and practice:

In adopting sustainable technology, organizational attitudes and ethical beliefs are the essential elements that complete this process. To implement sustainable technology for the benefit of SMEs, the Malaysian government needs to generate awareness campaigns, inject ideas, establish rules and regulations, and use its influence wherever possible. Proper strategies can help SMEs to successfully implement sustainable technology and it is proven that government support does help SMEs to successfully do so by getting SMEs to understand the benefits and outcomes of being responsible for the environment.

The paper proposes a clearly outlined model with new variables in it that can be used for further research in technology adoption related investigations. This paper sheds light on the role of government policies, government subsidies, organisational attitudes and organisational ethics concerning sustainable technology adoption by SMEs in a researchable fashion. Mostly importantly, this paper addresses the apparent gap in literature concerning the sustainable technology adoption behaviours of SMEs. Organizational attitudes and ethical beliefs are the essential elements that complete the process of their sustainable technology adoption. The parsimony of the proposed research framework makes it easy to apply in different context. This framework provides a well thought out structure for exploring how government assistance play a vital role in SMEs' sustainable technology adoption behaviours. Thus, the model employed in this research study can potentially be applied to many sustainable technology adoption issues and organizational dilemmas. Future studies may seek to examine the role of government in the context of large scale organisations using the proposed framework.

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Hemp revolution

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Abstract:

Today's textile industry is mainly organized around a single fibre: cotton, at the expense of climate change. However, hemp's historical facts show that its fibres have more to proposed. After centuries of use as a main fibre, in the 20th Century, hemp fiber and textile declined. Why? Based on scientific literature, current events and interviews with professionals, this research proposes to study the history of cotton and hemp, compare their properties and explore the future prospects of the plant and its fibre. Hemp deserves a second chance to regain its first place in today's socio-economic and environmental context. While the advantages of hemp over cotton can be highlighted, research shows that the involvement and sensitivity of producers, manufacturers and consumers play a role in choosing the development of one fibre or another. Is it a marketing challenge? Does it only need to amplify communication and deploy new industrialization and consumption methods?

Keywords: Hemp, Cotton, Fibres

Introduction

The textile industry is now structured around the fast-fashion phenomenon, which is the result of an increasingly fast-paced consumer society. This phenomenon is particularly expressed by certain brands and their objectives of renewing (as quickly as possible) the collections of articles (Becker-Leifhold and Heuer 2018).

Fast-fashion is about products with low prices, intended not to last over time and of low quality in order to reflect trends at the instant T, which implies a total abuse of unethical practices (working conditions, wages or the materials used etc...) and polluting (manufacturing processes, emissions, transport etc...) (Gordon and Hill 2015).

The textile industry is the second most polluting industry in the world. Its negative impacts are partly based on the choice to favour cotton fibre as a reference fibre. Its excessive cultivation to meet the demand for fast-fashion involves a high water consumption and requires the use of many pesticides (Becker-Leifhold and Heuer 2018).

However, cotton fibre has only recently become dominant on the textile market. Indeed, other fibres were used in the past until the beginning of the 20th century, in particular hemp (Gullinsgrud 2017).

The cultivation of this plant has a lower impact on the environment. Best known in the fields of food, medicine and construction, its fibre also offers important qualities in textiles (Gullinsgrud 2017).

The purpose of the research:

Is to demonstrate the advantages that hemp fibre offers over cotton fibre, as well as its possible redevelopment in the textile sector.

Research questions:

RQ1: Why hemp lost its market position to cotton in past years?

RQ2: Although the cultivation of hemp brings less pollution than cotton, what about the disposal of hemp products?

RQ3: The success of marketing of hemp is contingent upon the changing fashion trend and preference of consumers. How can hemp re-gain the heart of fashion designers and consumers?

Methodology

This research is the result of several existing studies that provide an understanding of the environmental and industrial opportunities of this fibre as well as the entrepreneurial opportunities it offers.

It is mainly carried out through a study of the scientific literature, current events and interviews with professionals. The history of cotton and hemp is approached in such a way as to analyze and understand the movements that led us to the current situation in the textile industry. The comparison between these two fibres will allow us to explore the future prospects of hemp, the plant, its cultivation and its fibre.

The idea is to assess the lack of information and research on the redevelopment of hemp fibre due to the impact of demonization and the construction of public myths associated with the recreational use of hemp. To assess the lack of interest, technological means and research on a larger scale regarding the properties of hemp fibre, compared to cotton fibre and their respective histories.

Results and Discussion

Current and future research allows us to consider the advantages of hemp over cotton. The cultivation of hemp is simpler, requires little water consumption and no pesticide use (Gullinsgrud 2017). Its fibre, much stronger than cotton, increases the durability of the textile. These major properties make it possible to obtain a textile with a low environmental impact (Gordon and Hill 2015). The development of this sector is therefore not slowed down by the many qualities of the fibre but by a lack of investment and resources (Fletcher and Grose 2012). As a result, several courses of action seem interesting to address in order to reactivate a forgotten sector.

First, the results show that the involvement and sensitivity of all stakeholders (producers, manufacturers and consumers) is necessary for the redevelopment of the hemp sector in the textile industry (Gwilt 2014) (Fletcher and Grose 2012) (Becker-Leifhold and Heuer 2018). Secondly, communication and awareness of the virtues of this plant is mandatory to demystify the preconceptions that hinder its wider use (Gordon and Hill 2015). Thirdly, technological and industrial means are now limited in view of the production and manufacturing specific to hemp textiles (Gordon and Hill 2015).

Hemp certainly requires more energy consumption than other conventional fibres for its manufacture. But many alternatives already exist to overcome this factor: the use of renewable energies, a high durability of the products and ease of revaluation (Life Cycle Analysis) thanks to the use of hemp in other fields (insulation, compost, etc....) (Werf & Turunen, 2007).

Implications for theory and practice

This research makes it possible to study the theory that led cotton to become the reference fibre in the textile industry, at the expense of hemp. By comparing the properties of the two fibres, the research makes it possible to understand the challenge and usefulness of developing the hemp sector (Gullinsgrud 2017). In the light of recent events and the impetus of a global ecological transition movement, this work offers a relevant solution to the damage caused by the use of cotton (Becker-Leifhold and Heuer 2018).

In addition to its theoretical qualities, communication and responsible marketing are used to inform and convince stakeholders in the textile industry of the entrepreneurial opportunity offered by hemp fibre in order to achieve full development of its potential. Some brands such as AFENDS already market a collection dedicated to hemp and are pursuing a research and development approach for the manufacture of their products (AFENDS, 2018).

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Who's buying green? An investigation on the impacts of age and parenthood towards sustainable consumption

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Short Abstract:

As interest within the academy in the consumption of green goods and services grows, an understanding of factors influencing the purchase intention towards green goods and services growths with it. However, not only is the why important but the who. This paper outlines findings from a study into green goods purchase intention and presents findings related to who intends to buy green goods. Characteristics identified include age and familial status. Four independent variables were evaluated, image congruence, temporal orientation, independent self-construal and interdependent self-construal with purchase intention as the desirable outcome. Age, and whether or not the participant had children was found to impact the model with different factors important to different demographics.

Keywords: Sustainability, consumer behaviour, demographic survey.

Introduction and Research Aim

Globally there is an increasing focus on environmental issues (Olsen, Slotegraaf, & Chandukala, 2014). Business, individuals, and the marketing academy are increasingly dedicating time and resources to reduce humanity's planetary footprint (e.g. Ramirez, 2013).

This research aims to further clarify the type of individuals intending to purchase sustainable products. Understanding the demographic and familial makeup of individuals allows for more targeted sampling for academic studies, as well as enhanced segmentation by marketing practitioners. Understanding factors influencing sustainable goods purchasing and identifying who to market to and in what way offers contributions to both the academy, and to managers.

For the purposes of this research 'sustainable goods' are defined as characterising products with lower environmental impacts, including biodegradable, recycled, low energy, or reduced packaging (Costa Pinto, Herter, Rossi, & Borges, 2014). This research also takes the view that sustainable goods present a trade-off to consumers interested in purchasing them as they are often seen to be more expensive and less effective than less sustainable alternatives (Kaufman, 2014). This trade off can be summarised as; higher priced or less effective goods, in order to make an environmental contribution (e.g., reduced landfill, cleaner water).

Two research questions were formulated in line with the aims of this research.

RQ1: What is the impact of image congruence, temporal orientation, and self-construal on purchase intention towards sustainable goods?

RQ2: What are the impacts of familial and demographic factors on purchase intention towards sustainable goods?

Background

One lens through which the sustainable goods purchase intention can be viewed is the idea of the self. Consumers' have a desire to act in ways that are congruent with their own self-image. Thus, where a consumer has image-congruence with environmental causes and sustainable goods, then so too are they likely to want to consume sustainable goods (Oliver & Lee, 2010).

Temporal orientation refers to the extent to which people consider the future outcomes of their behaviour and the way in which these potential future outcomes influence their current behaviours (Holman & Silver, 1998). Individuals with a more future focus have been previously suggested to be more likely to engage in environmentally friendly behaviours (Böhm & Pfister, 2005). Thus, individuals with a longer term outlook are expected to be more willing to engage in the proposed trade-off associated with sustainable goods.

Studies of self-construal (SC) have demonstrated that individuals fall into two categories, independent and interdependent SC (Markus & Kitayama, 1991). Individuals with independent SC emphasise being unique and expressing their self and promoting their individual goals (Arnocky, Stroink, & DeCicco, 2007); conversely those with interdependent SC define their sense of self largely on relationships and a sense of harmony with others (Markus & Kitayama, 1991). Thus interdependent individuals would be expected to gravitate towards pro-social behaviours such as purchase sustainable goods.

Familial status was studied due to the future focussed and potentially destructive impact of environmental damage. Further to this, age would also be expected to have an impact as younger members of society are likely to feel more of the negative impacts. A literature review presented by Fisher et al., (2012) suggests both parenthood and age have an impact on

environmentally friendly behaviours. A study of parenthood and age conducted to further explore the results of the literature review suggested that having children led to using recyclable bags often (an environmentally friendly behaviour), but that age had no link with the behaviours tested (Fisher et al., 2012).

Methodology

A survey was distributed to a Qualtrics research panel collecting a sample of n = 483 with a similar demographic composition to the New Zealand population. Established measures were used and adapted for the study. Participants were asked to respond to Likert-type scales. A series of demographic questions modelled after New Zealand census questions were asked at the end of the survey.

Discussion and Contributions

Multiple regression was performed on the four independent variables, with purchase intention as a dependent variable. Interdependent self-construal and image congruence were found to be significant predictors of purchase intention, whilst temporal orientation and independent image self-construal were not. Thus it is suggested that sustainable purchasing is led by the self, whether that be in purchasing in a manner congruent with this or through their perceived relationship with others. Long term thinking and individual goal attainment, appear to not influence sustainable goods purchase intention.

This research seeks to add additional context and understanding to the field of sustainable goods buying however and so the model was also tested comparing parents to non-parents, and individuals who were older than the study average (35 to 39), with those younger.

For parents, image congruence, individual self-construal and temporal orientation were found to be significant predictors of purchase intention, whilst for non-parents image congruence, and interdependent self-construal were significant predictors. Suggesting that parents have a longer term focus and are more goal oriented than are non-parents who have appear more prosocial in their motivations. Therefore, the presence of children appears to create a mindset shift towards the longer term.

For those above the mean age of the study (35-39), temporal orientation was a significant predictor of purchase intention, whilst for those below the mean age independent self-construal was significant. Furthermore the model displayed a higher R² for those greater than the mean age $R^2 = .567$, when compared to those below the mean age $R^2 = .437$ suggesting that the components of the proposed model are more predictive for an older age group.

Implications for Theory and Practice

The research conducted in this study contributes to an enhanced understanding of image congruence, temporal orientation and independent and interdependent self-construal. Additional discussion is added to literature examining the role of demographic factors by demonstrating the impact of children and age. For practitioners understanding the differing motivations of parents and non-parents offers valuable ways of tailoring messaging to meet specific target markets. Recognising a desire by parents to focus on the long term with a more goal oriented intent, likely out of a desire for their child's future, can be used to market family oriented sustainable goods.

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Organisational barriers: Increasing visibility of academics' achievements

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Abstract:

Academic institutions are soon becoming agents for creating gender transformative change. Despite self-promotion (SP) being a strategy often utilised by academics to highlight and emphasize their work accomplishments (Babcock, Laschever, Gelfand, & Small, 2003). Women are less inclined to engage in SP, perhaps owing to increased self-monitoring to minimalise social penalisation, decreased confidence or increased risk aversion (Baldiga, 2013; Martin & Phillips, 2017; Moss-Racusin & Rudman, 2010). A mixed method approach was adopted to explore organisational barriers that may influence SP engagement. Phase 1 and 2 comprised of semi-structured interviews with female academics (FA) and senior management from a mix-discipline school of business department of an Australian Technology Network University. Phase 3, photo content analysis of a SP organisational initiative aimed at fostering FA adoption of SP. Key barriers in organisational processes, systems and culture were identified that influence SP adoption and offers contribution to a growing body of research.

Keywords: self-promotion, organisation, university-industry engagement

The business case for generating more equitable outcomes within Australian workplaces has garnered serious attention, with workplaces becoming vehicles for social change, as they begin to challenge highly gendered outcomes (Chang, 2019; Pološki VokiÄ!, 2019; University Australia, 2017). Diversity is suggested to be critical for optimising organisational capacity and economic performance (Hunt et al; 2015; Sabatier, 2015). There has been a call for institutions to engage in reflective practice, including introspection and exploration of the barriers that influence female academics' progression. Despite concerted effort to create more equitable outcomes progress to be slow (Universities Australia, 2017).

Academic institutions have attributed responsibility to improve female representation in the senior ranks of their institutions, along with increasing the visibility of, and to promote the contribution of their female academics (Bagilhole & White, 2011)). In-depth exploration of career progression strategies, such as SP represents a key intervention in shifting this narrative. This research works in alignment with this legislation, understanding the critical role of engaging with the female workforce to engender the identification of key barriers that influence female academics career progression. With female representation in positions of seniority still lagging (Universities Australia, 2017), exploring how academic institutions can be better equipped to recognise female academics' achievements is pertinent and represents a key area for the attainment of gender equality within the higher education sector.

SP is suggested to be a career progression strategy, the lends to improving an individuals' propensity for recruitment and advancement (Janoff-Bulman & Wade, 1996). As when engaging in SP, individuals are able to highlight their accomplishments and share successes in a way that influences and affirms their strengths and competency within the workplace, internally or externally (Jones & Pittman, 1982; Rudman & Glick, 2008). However, women continue to be less inclined to adopt such strategies, despite it being beneficial for their career progression. SP is viewed as a necessary part of academics' role, and an aversion of SP adoption carries significant implications for female academics' visibility and propensity to climb the organisational ranks. An increasingly competitive working environment has encouraged academics to promote their strengths and contributions and to assert themselves within their networks, by developing their own personal brand (Harris & Rae, 2011) Attributing responsibility on all individuals, regardless of gender, to assert their competencies and strengths both on and offline proficiently, in an increasingly competitive working environment (Harris & Rae, 2011; Lair, Sullivan, & Cheney, 2005). A previous study considered and explored the perceived barriers female academics' believed impeded SP adoption (Dobele & Wastell, 2018). The current study concentrated on the organisational barriers that influence SP engagement.

This study aimed to explore the organisational barriers and gaps that influence female academics' adoption of SP. We address three research questions in line with this aim:

RQ1: What are the institutional barriers that impede SP adoption?

RQ2: What strategies can senior management adopt or implement to support, encourage and enable SP strategies for female academics?

RQ3: What institutional practices can be established to create SP spaces for female academics?

Organisational theory suggests the workplace culture is ultimately a constructed phenomenon and its' explicit and implicit values and assumptions are defined through its' organisational infrastructure (i.e. practices and policies). Acknowledging that pre-existing avenues for SP may not as readily available to female academics and thus, the exploration of SP engagement is a critically understudied space and warrants examination. This research is transformative,

as it represents a key shift in responsibility and approach towards the advancement of gender equity. As it recognises the potential of organisational capacity in generating more equitable outcomes within the academic sector (de Vries, 2015).

Methodology

This exploratory study adopted a mixed method design. Phase 1 and Phase 2 comprised of semi-structured interviews with nine female academics and senior management staff. Participants were from a mixed discipline school of business department and an Australian Technology Network (ATN) University. Phase 3, longitudinal component, comprised of a photo content analysis (Bohnsack, 2009) of an organisational SP strategy designed to increase female academics' SP engagement.

Results

A number of key themes emerged from the final stages of analysis. Senior management recognised gendered differences in SP adoption and noted high levels of support in altering this disparity. Recognising innovation, support and resources was imperative to promote and engender the atmospheric and cultural shift necessary. To ensure all channels of were open for SP utilisation so staff can shape their own academic narrative and enhance their works' visibility. In alignment with, the need for organisational SP practices to foster employee authenticity, ensuring the intersection between goal-based and valued-based behaviour, regardless of gender. Further barriers revolved around organisational practices and support, (ie. familiarity of SP service provision and media training) and workplace constraints, with workload and time constraints influencing SP engagement.

Organisational barriers were noted around organisational SP practices and supports. Specifically, Informants suggested that organisational SP strategies were often unknown, under-utilised and 'tricky to navigate'. Often resulting in negative experiences and decreased levels of SP engagement. A consistent thread emerged that SP engagement has 'to be both an individual and joint responsibility'. Time constraints and measurement of resources to research outputs were noted, with time constraints and workloads identified as a critical barrier of SP engagement. Informant 1 stated it was a deficit in ability to promote oneself as an effective educator, as a result of institutional focus on research outputs). With Informant 1 stating 'when it comes to teaching... can be a bit more challenging. Putting yourself out there as an effective educator, sometimes there's mechanisms within the university, but normally you would have to be invited along to those' events. Moreover, informants noted the adoption of more time effective SP strategies, such as social media and links publicising recent papers within e-mail signatures) and discarding previously adopted SP strategies (newsletters).

Relating to RQ3, Phase 3 provided insight into the management and organisation an organisational SP, designed for female academics to recognise and increase the visibility of their research outputs. Providing an analysis of gender-specific organisational self-promotion strategy implemented to promote female academics' use of SP. The Achievement Bulletin Board (ABB) created a physical space whereby female academics could nominate their own or others' research outputs (journal articles, books and media interviews) for presentation. Analysis suggested the space was often co-opted to promote and raise awareness of gender equality within the university itself. Despite providing context and clearly asserting gender equality principles, the recognition of female academics' work and continued regulation of the bulletin board was compromised as a result. Contributions were also slow, resulting in the ABB to unchanging over long periods of time. Underutilisation was perhaps due to self-moderating in response to a gender-specific initiative, or due to the limited audience (specifically internally focussed) and the subsequent limited capacity for distributing the knowledge more broadly

(Dobele & Wastell, 2018) or time constraints on journals being published.

Implications for Theory and Practice

The findings will contribute to a growing body of research about organisational capacity in promoting SP engagement for all academics. Insight obtained will position institutions well to streamline and to innovate current practices to circumvent cultural norms and practices, to safeguard and promote access to SP strategies for all staff, regardless of gender. Specifically looking at cultural and systemic barriers, in alignment with piloting gender-neutral SP organisational strategies. Future research would benefit from recruiting a larger, more diverse sample of informants to increase generalisability, in alignment with exploring gender-blind organisational practices and the role of social contagion in enhancing SP engagement.

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Green purchasing mechanisms: Pollution, salience, and values

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Abstract:

While the literature assumes that environmental problems are the root cause of green purchasing behaviour, no prior study empirically examines this assumption as the literature focuses on attitudes and perceptions, but not on actual environmental problems, as causes of green purchasing. Drawing on self-congruity theory and signalling theory, this study challenges this fundamental assumption and hypothesizes that regional environmental pollution differentially affects green value identification and green value signalling as the key motivational processes underlying green purchasing. These hypotheses are tested with hierarchical linear modelling of multi-category survey data from 1008 consumers and environmental pollution data from 28 Chinese regions. The results indicate that green purchasing is motivated more by green value signalling in high-pollution contexts, whereas it is motivated more by green value identification in low-pollution contexts. These mechanisms vary by the social salience of pollution types. Against conventional wisdom, consumers account more for environmental sustainability in low-pollution contexts.

Keywords: environmental sustainability, environmental pollution, green purchasing motivation

Introduction and Research Aim

With the rapid increase of consumers' environmental awareness and consequently the rise of green consumption, green purchasing has been drawing growing attention from scholars and practitioners (Chang & Fong 2010; Lee et al. 2010; Martinez & del Bosque 2013; Pérez et al. 2013). To satisfy the consumer demand for environmental sustainability, many firms strive for environmental sustainability to achieve the aim of "doing well by doing good", which means making profit and contributing to environmental protection simultaneously (Falck & Heblich 2007). Consumers engage in green purchasing to act in accordance with their own values (green value identification) and to show these values to others (green value signalling). While the literature assumes that environmental problems are the root cause of green purchasing behaviours, no prior study empirically examines this assumption as the literature focuses on attitudes and perceptions, but not on actual environmental problems, as causes of green purchasing. Drawing on self-congruity theory and signalling theory, this study challenges this fundamental assumption and predicts opposing effects of regional environmental pollution on green value identification and green value signalling as the key motivational processes underlying green purchasing.

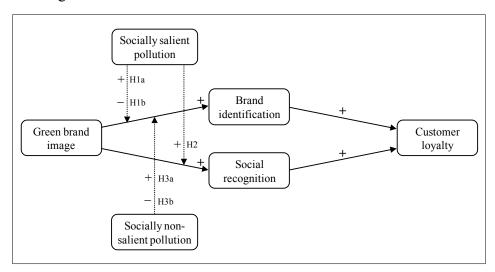
The aim of this study is:

To explore how environmental pollution and its salience affect different consumer motivations (green value identification, green value signalling) for green purchasing.

We address two research questions in line with this aim:

RQ1: Does environmental pollution encourage or discourage green purchasing behaviour?

RQ2: How do environmental pollution and its salience affect a consumer's primary psychological motivations (green value identification, green value signalling) for green purchasing?



Background and/or Conceptual Model

Our model conceptualizes green purchasing as a process wherein the environmental sustainability of brands influences consumer attitudes, which then translate into customer loyalty (Green & Peloza 2011; He & Li 2011). Among the primary motivational processes underlying green purchasing, green value identification means that consumers identify with green brands because environmental sustainability conveys green values, which consumers tend to consider similar to their own image and values (Tuškej et al. 2013). By contrast, the motivational process of green value signalling means that consumers tend to purchase products from green brands to signal their own environmental values to other consumers in hope of

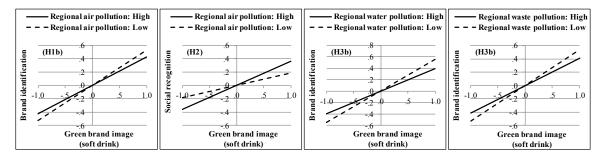
receiving social recognition (Perrini et al. 2010). Drawing on self-congruity theory and signalling theory, we hypothesize how these green purchasing motivations differ in strength across regions with varying levels of environmental pollution. In addition, we predict how the salience of environmental pollution affects these mechanisms.

Methodology

In order to test our research hypotheses, we collected multi-source data on regional environmental pollution in 28 Chinese regions and on green purchasing from 1008 customers of soft drinks and grocery stores. Based on noticeability and media publicity, we chose air pollution as a representative type of socially salient pollution, and water pollution and waste pollution as representative types of socially non-salient pollution. We measured air and water pollution as the average pollution, based on multi-item scales of multiple pollutant types, within a Chinese province (National Bureau of Statistics of China 2016). We measured waste pollution by the domestic waste generation per capita. Our measurement approach meets the criteria of convergent and discriminant validity (Fornell & Larcker 1981; Hair et al. 2010).

Results and/or Discussion and Contributions

We tested our hypotheses using hierarchical linear modelling of consumer evaluations across 28 provinces and across 28 soft drink brands and 27 grocery store brands. Consistent results for both industry contexts confirm that higher socially salient pollution (air pollution) strengthens the motivational mechanism of green value social signalling (H2), whereas both socially salient pollution (air pollution) and socially non-salient pollution (water/waste pollution) weaken the motivational mechanism of green value identification (H1b/H3b). That is, green purchasing is motivated more by green value signalling in regions polluted by a socially salient type of pollution. Green purchasing is motivated more by green value identification in less polluted regions, independent of the pollution type. Against conventional wisdom, green brand image influence consumers more in low-pollution contexts.



Implications for Theory and Practice

Our research is the first to empirically relate environmental pollution with green purchasing. Its counterintuitive results challenge the conventional assumption that environmental problems cause green purchasing. As expected, socially salient environmental pollution enhances green value social signalling and thus allows the consumer to receive more social recognition for environmentally sustainable consumption choices. However, contrary to conventional wisdom, all types of environmental pollution reduce the degree of green value identification as consumers get accustomed to, and less worried about, pollution, while lack of pollution makes consumers very sensitive to maintaining a positive state of the environment. In other words, a consumer's internal sensitivity appears to be higher for keeping the environment clean from problems than for resolving existing environmental problems. Consequently, marketers need to adapt their advertising strategy to address different motivations in regions with different levels of socially salient or non-salient pollution.

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Tension in hybrid business models

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Short Abstract:

Hybrid business models are a growing phenomenon. These business models seek contradictory objectives such as social and commercial impact, and hence are fraught with tension. Prior work has provided a rather static picture of tensions underlying hybrid business models. By looking at a snapshot, scholars have not fully investigated the ebbs and flows of tension. We address this omission by asking how does the social-commercial tension in hybrid business models evolve over time? We answer this question by studying a base of the pyramid project in India over the course of six years. We found that the tension within each business model dimension was linked over time, but the tension amplified and attenuated differently for each dimension. Also, the tension in a business model element at a prior point in time influenced the tension in a business model element at a later time. Our study contributes by providing a complex view of hybrid tensions.

Keywords: hybrid business model, base of the pyramid, social-commercial tension

Introduction and Research Aim

Business models are the architecture or system of activities for creating, capturing and delivering value (Foss & Saebi, 2018; Zott, Amit, & Massa, 2011). Hybridity in business models is evident when actors pursue dual and often contradictory objectives, such as exploration or exploitation, in creating, capturing and delivering value (Smith, Binns, & Tushman, 2010). In this paper, we focus on hybridity of social and commercial objectives such as found in base of the pyramid projects (Bocken et al., 2014; Santos, Pache, & Birkholz, 2015).

Hybrid business models are fraught with tension between social and commercial objectives. The tension in hybridity can be generative if actors leverage the interdependencies instead of getting stuck in contradictions (Jay, 2013). Researchers describe organizational practices such as related to hiring and socialization (Battilana & Dorado, 2010) or selective coupling or decoupling elements of contradictory logics (Pache & Santos, 2013) as important mechanisms for leveraging this tension.

Despite this progress, prior work has offered a rather static picture of business models. In contrast to the strong focus on innovation and change in the larger business model literature (Amit & Zott, 2012; Chesbrough, 2010; Foss & Saebi, 2017), there are few examples of how hybrid business models evolve over time. This omission is problematic since the tension within the building blocks of business model, specifically value proposition, value creation and value capture, is likely to look different over time. It is possible that actors are able to leverage the tension for generative outcomes at one point in time but fail to do so at other points in time. A snapshot of business model elements does not provide a complete understanding of hybridity. Hence, in this study, we ask how does the social-commercial tension in hybrid business models evolve over time?

Background and/or Conceptual Model

Important to hybrid business models and their constituting social and commercial aspects is the idea of tensions. The means and ends in line with the social aspects of a hybrid business model are often in contradiction with the means and ends in line with the commercial aspects. For example, Battilana and Dorado (2010) show that a microfinance institution experiences tension between the banking and development logics as seen in the institution's goals (profit versus poverty alleviation), target population (clients as customers versus beneficiaries) and management principles (fiduciary obligation versus maximizing impact of donor funds). Similarly, Jay (2013) describes the differences between state, market and civil society logic along the dimensions such as strategic imperatives and structure. Pache and Santos (2013) describe a similar tension between social welfare and commercial logics along the dimensions of goals (address local needs versus generate economic surplus), organizational form (nonprofit association versus for-profit company), governance (democratic control versus hierarchical control) and professional legitimacy (driven by contribution to social missions versus technical and managerial expertise).

Borrowing from the larger business model literature, and the recent mapping by Bocken et al. (2014) of hybrid business models, we describe social-commercial tension in terms of value proposition, value creation and value capture. Value proposition tension in hybrid business model can be understood as the tension in the contradictory decisions regarding target customers and product/service offerings. Value creation involves value chain decisions that leverage different competencies for social and commercial aspects of the hybrid business model. Value capture is the third dimension on which we can understand the tension in the social-commercial aspects of hybrid business models.

Methodology

We studied a base of the pyramid project of a pharmaceutical company in India. The project was designed to build capacity and knowledge of doctors in remote villages in India, such that these doctors would eventually prescribe the company's products. We followed the project for six years conducting 21 interviews with key actors in the project including the project manager and others from the leadership team. We also collected archival materials such as presentations and press releases related to the project. Authors coded the interview data together to converge on the emerging themes. We began by coding the transcript based on the themes of business model and its dimensions (Foss & Saebi, 2018; Zott et al., 2011), then we coded for tension related to management practices, thereafter we coded for time at which the practices underlying each business model element unfolded.

Results and/or Discussion and Contributions

We uncovered two noteworthy insights. First, we found that the tension between the social and commercial aspects of each dimension of the business model manifested differently at different points in time. For example, the social-commercial tension in value proposition, i.e., who our customer is and what is the product, was salient at beginning and end of the project. In contrast, the tension in value creation was consistently salient across the life of the project. Second, we found that the tension in various business model dimensions influenced each other. For example, it was only when the tension in value capture in the idea generation phase, receded to the background (and the idea moved toward implementation) did the tension in value creation came to the fore. In other words, tension within and across different business model dimensions was linked across time.

Our study makes two contribution. First, by investigating the social-commercial tension within and across business model dimensions over time, we are able to provide a complete picture of hybridity in business model. The literature on hybrid business models has ignored a key idea in the larger business model literature—complementarity. Value proposition, creation, and capture are linked to each other. These dimensions complement each other such that we cannot understand business models without considering this complementarity (Foss & Saebi, 2018). We show that this complementarity further complicates the notion of tension, i.e., hybridity manifests within the business model dimensions not as isolated blocks but as a system or architecture in which these dimensions are linked together not only at a point in time but also across time. Second, we provide an alternate view of hybridity in business models where actor's agency in navigating the tension is less unbridled than what has been described by prior work (e.g., Jay, 2013; Smith & Besharov, 2017). Because the business model dimensions influenced each other across time, the actions to manage the tension were less about agentically organizing practices (Smith & Besharov, 2017) or collectively reflecting on the tension to reform an identity (Jay, 2013), instead akin to the game of whac-a-mole, tension in various dimensions of the business model continually emerged. Navigating tensions proved to be about keeping up than proactively managing these tensions.

Implications for Theory and Practice

Our study adds to the extant literature by theorizing hybridity as the tension that links within and between business model elements across time. In doing so, we provide a fuller and arguably more complex picture of hybrid tensions.

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ANZMAC-GAMMA Joint Symposium

Big-data modelling to predict consumer behaviour in e-pharmacy through social media

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Abstract:

E-pharmacies are new challengers in e-commerce sector, attracting greater emphasis from the stake holders and the administration. Government attention in allocating greater investments, more participation in the online space. The Indian ecommerce sector is expecting a CAGR of 20% and may touch \$ 3 billion mark by 2024.

Social media is emerging as a powerful marketing tool. The use of social media in epharmacy has increased remarkably in the last few years. So, it would be interesting to understand the use of social media for the e-commerce and e-pharmacy across cultures.

The Social media marketing (SMM aims at developing social networking websites as a tool for marketing. A large target audience may be reached using social network at relatively lower costs.

Indian, USA and UK millennial - aged 18-35 and accounting for nearly thirty-four per cent, forty-percent and thirty-five percent of the population respectively, have driven e-retail industry's growth through their increasing internet usage. Millennial increasing usage of internet for searching has driven growth of online retail. E-retail is anticipated to surge from three per cent of total Indian retail market in 2017 to seven per cent by 2021, similarly, for USA surge from 6 per cent of total US retail market in 2017 to 15 per cent by 2021 and UK come from 5 per cent of total US retail market in 2017 to 12 per cent by 2021. This shows a positive sentiment for the online pharmacy industry to gain momentum in the coming years in these countries.

To fulfil this research gap, the aim is to develop a better understanding of the factors that impact the buying behaviour of generation Y for e-pharmacy, forecast prospective customers and consumers buying behaviour pattern in the manifestation of Big-Data techniques.

Keywords: e-pharmacy, Generation Y, consumer behaviour.

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Introduction

E-Commerce is flourishing at an ever-growing pace in India as well other countries. World giants like Amazon and Flipkart etc are leading the way, with the local and new players making their presence felt. E pharmacy is one of the important segments for the e-commerce. This segment is drawing huge attention for the government agencies.

Indian, USA and UK millennial - aged 18-35 contributing nearly thirty-four per cent, forty-percent and thirty-five percent of the inhabitants have obsessed e-retail industry's development through their growing web usage. "Millennia's' increasing usage of web for searching has driven growth of on-line retail. E-retail is anticipated to surge from three per cent of total Indian, US and UK retail market in 2017 to seven per cent by 2021," same the report "Trend-setting millennial: Redefining the buyer story".

Millennial are found to spend about 17 hours of a week on online activities like web browsing, movie streaming, social media and online banking. Convenience of buying anywhere and anytime, discounts, and access to products not available offline were mentioned as some of the major reasons for India's Gen-Y taking to online shopping.

Today, online pharmacy is worth over a billion dollar with more than 30 start-ups actively supporting the evolution of this sector in several parts of India, US and UK. At present India has concluded 850,000 self-determining pharmacy retail supplies that have the capacity to meet around 60% of the overall domestic beneficial mandate.

The research aims at finding answers to the level of trust the consumer's accord, social influence the electronic media have, what are the perceived usefulness and finally the purchase intention of the consumer. To forecast the prospective customers to be targeted and the buying behaviour pattern the following research questions were framed:

- Q1: To what level does a relationship occur among trust and online purchase behaviour of medicine by using social media influence?
- Q2: To what level does an association occur between perceived usefulness and online purchase behaviour of medicine by using social media influence?
- Q3: To what level does a relationship occur between purchase intention and online purchase behaviour of medicine by using social media influence?
- Q5: To what degree do the socio-economic demographic variables (Age, Gender, Level of Education, and Household Income) moderate the relationship among online purchase behaviour of medicine with social influence?
- Q: 6: What will be the forecasted buying behaviour of the consumers towards e-pharmacy?
- Q: 7: What will be the buying behaviour pattern of consumers towards e-pharmacy?

Background and Conceptual Model;

Pharmacy industry has experienced the transformational change over the years. Technology has been widely used in healthcare system and various related activities. People are using social media to search the health-related information. Social media allows people to build network, connect with people, learn various health related issues and make effective purchase decisions (Toney et al. 2015).

India, US and UK consumers suffering on or after chronic clinical indications like diabetes, hypertension, asthma and obesity have helped the consequential increased demand for medicines. Also, government policies and programs like digital India, Jan Aashaadha

programmes to promote telemedicine, common drugs and E - healthcare creativities in providing quality healthcare and medications in rural parts of India (Where more than 60% of the Indian population Resides) are significant restrictions that make the e- pharmacy fragment, a competitive market of the imminent.

The theoretical concepts accessible from TAM to the field of online purchase behaviour of medicine i.e. e-pharmacy. However, this paper purposes to build more specificity by examining relational aspects between usage of social network sites and purchase buying behaviour of medicine i.e. e-pharmacy.

In our study we are using technology acceptance model TAM which incorporates variables such as Trust, Perceived usefulness, Purchase Intention, external factors and social media influence. Further, the researchers develop the predicting model to predict the consumer buying behaviour towards e-pharmacy. To better understand the pattern we also used decision analysis.

Methodology and Research Design

Data collection

The survey was developed after studying the literature and collaborating our target audience. The literature strengthened numerous clarifications made by contributors and delivered contextual evidence interested in the millennial generation's activities. The review comprised descriptive enquiries, multiple choice questions, Likert scale questions, and categorical questions. The descriptive questions were included to gather demographic information on participants. The categorical questions were developed from comments by millennial and through literature. Categorical questions encompassed types of social networking sites regularly visited, e-pharmacy sites heard of and reasons for purchase influencing their purchase behaviour.

The contributors for this study were senior school, undergraduate and Post Graduate students across India, USA and UK. The source for the data will be probable online shoppers in India, USA and UK. We selected university students for this study because samples drawn from students facilitate comparability across cultures (Craig and Douglas 2005). In addition, the young students are comfortable with the technology and most of the time they spent and are highly influence by social media sites. Also, they are aware of all the offers and promising market segments. Five-point Likert-type scales (1 = "strongly disagree," and 5 = "strongly agree") were used to record participants' responses. We used convenience sampling process for the collection of the data.

Hypothesis Development

Numerous empirical studies have shown trust is influence by social media sites (Pavlou 2003; Wu and Chen 2005) and online buying behaviour (Ha and Stoel 2009; Pavlou 2003). Therefore, we propose the following:

 H_{0a} : Trust has a direct (positive) effect on buying behaviour to shop online.

 H_{0h} : Trust has a direct (positive) effect on social media influence.

 H_{0c} : Social media influence mediates the relationship between trust and online buying behaviour of medicine (e-pharmacy).

In general, research has found Perceived Usefulness (Davis 1989) has a strongly influenced by social media and online buying behaviour. As such, we propose the following:

 H_{0d} : Perceived usefulness has a direct (positive) effect on buying behaviour to shop online.

 H_{0e} : Perceived usefulness has a direct (positive) effect on social media influence.

 H_{0f} : Social media influence mediates the relationship between perceived usefulness and online buying behaviour of medicine (e-pharmacy).

Klopping 2004, found that purchase buying behaviour has strongly influence by social media and online buying behaviour. Therefore, we proposed the following hypothesis:

 H_{0a} : Purchase intention has a direct (positive) effect on buying behaviour to shop online.

 H_{0h} : Purchase intention has a direct (positive) effect on social media influence.

 H_{0i} : Social media influence mediates the relationship between purchase buying behaviour and online buying behaviour of medicine (e-pharmacy).

Social media allows people to build network, connect with people, learn various health related issues and make effective purchase decisions (Toney et al. 2015). Hence, we proposed following hypothesis:

 H_{0i} : Social media influence has a direct (positive) effect on buying behaviour to shop online.

Rodgers and Harris (2003), Brown et al. (2003), Slyke et al. (2002) and Teo (2001), have identified that there is significant impact of demographics for making online shopping preferences. So, we proposed following hypothesis:

 H_{0k} : Demographics have a direct (positive) effect on buying behaviour to shop online.

 H_{0l} : Demographics have a direct (positive) effect on social media influence.

 H_{0m} : Social media influence mediates the relationship between demographics and online buying behaviour of medicine (e-pharmacy).

Implications of theory and practice

Path analysis and hypothesis testing using direct effect and indirect effects were observed. From our research we observed that millennials are highly active on various social media platforms and seek information before making any purchase. It is found that millennials rely heavily on information shared on social media, peer recommendation, review and comments of friends. This study provides insights on influence on factors of TAM such as Trust, Perceived Usefulness, Purchase Intention and social media influence for online medicine purchase. E-retailers will also get an idea of the potential customers from the predictive and decision tree modelling to be targeted and the buying behaviour pattern towards e-pharmacy so they can implement their strategy to increase the awareness or usage of e-pharmacy.

The research analysis indicates that millennials are aware of medicines being sold online. Findings also have significant inferences for international marketers – particularly practitioners and e-retailers in USA, UK and India.

This could help them to design their websites to attract global consumers. Through this research we gained insights on active social media platforms which open a huge opportunity for marketers to influence the mindset of consumers and impact their buying behaviour. In our research we found the lack of awareness about the benefits of online pharmacy in millennials which can be used by marketers to design strategies for communication to target millennials more effectively and design their promotion campaigns which can impact their trust and buying behaviour in a positive way.

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Giving the gift of life through organ donation

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Abstract:

Organ and tissue transplantation have become one of the most effective lifesaving procedures for people with end-stage organ failure. Hence, considering the quality of life benefits gained from transplantation and encouraging people to become organ donors is a critical focus for health and social initiatives. This research examines the positive beliefs about organ donation, including perceived benefit, and altruism and solidarity in influencing donation intentions. An understanding of what motivates individuals to donate and comprehending how their decisions are construed is critical to design effective social marketing interventions that can increase the number of actual organ donors. The data were collected from a convenience sample of 1022 via an online questionnaire. Structural Equation Modelling and bias correct bootstrapping techniques were used to test the hypothesised relationships. The findings of this study make a significant contribution to the existing understanding and knowledge of organ donation and its role in influencing pro-social behaviour.

Keywords: posthumous organ donation, motivation and facilitating factors, the gift of life

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Background and Research Aim

Organ donation is considered a selfless, charity-oriented and purely altruistic act based on empathy for those who are in need of a transplant (Morgan & Miller, 2002). Shaw and Webb (2015) describe posthumous organ donors as people who give the gift of life, thus reflecting the ethic of volunteerism that is central to the system of organ donation. Giving the gift of life appears to involve some degree of generosity, which is often undertaken to benefit the recipient and without explicit expectations of recompense to the donor (Gill & Lowes, 2008). Deguchi (2002) states that successful organ transplantation will actually save the life of the organ recipient. Therefore, the gift in the donation is not simply the organ, but also more related to giving life itself. The lack of external rewards or reciprocity as well as donating to a stranger suggests that posthumous organ donation can be motivated by the following beliefs and desires: an altruistic desire to help others; to alleviate suffering; to allow something positive to come out of death; to increase the availability of organs; to save or improve the lives of the recipients; a sense of obligation (Godin, Bélanger-Gravel, Gagné, & Blondeau, 2008); an empathy toward the needy; a civil duty; a form of charity; a virtuous act or a type of sacrifice (Mongoven, 2003).

Why would a person donate their blood or organs, give money, or time for the benefit of others? According to the TRA, individuals' decisions can be grounded in subjective utility and costbenefit rationality (Fishbein & Ajzen, 2011). White and Peloza (2009) state that the benefits and barriers are usually evaluated before making a decision, and are more likely to engage in the behaviour if the benefits of doing so outweigh the costs. Al-Suqri and Al-Kharusi (2015) suggested that considering the appeals of other benefits can provide a better understanding of people's intentions to act above self-interested rationality alone. An understanding of what motivates or encourage individuals to donate as well as comprehending how they construe their decisions is critical to design effective social marketing interventions that can increase the number of actual organ donors, and ultimately reduce the number of patients on transplant waiting lists (Veloso, Rodrigues, Resende, & Rezende, 2017). Therefore, this research investigates the non-cognitive values and positive beliefs about organ donation that were included in the conceptual model comprised of self-benefit and other-benefit appeals in influencing donation intentions, as well as, altruism and solidarity. This study seeks to explore the influence of these factors in the decision-making. The positive beliefs about donation may be the key factors that differentiate individuals who intend to sign donor cards or discuss their donation wishes with their family from those who do not intend to sign donor cards or even to engage in a family discussion. This research aims to address the following research question:

RQ1: To what extent do factors such as altruism and solidarity, and perceived benefits act as motivators towards organ donation?

Research Method

This study applied a quantitative method, and the data was gathered from a convenience sample of 1022 via an online questionnaire. The relationships between the constructs of the proposed conceptual model were tested using Structural Equation Modelling (SEM) and bias correct bootstrapping techniques. Several alternative models were compared to confirm the mediation effects. Given low donor card registration rates of the sample, as expected, the majority of the participants were largely representative of non-registered organ donors 93.3% (n = 954), with the remaining respondents identifying as a registered donor 6.7% (n = 68). Of those who stated that they were not currently registered as an organ donor, 34.2% (n = 350) stated an intention to become organ donors but hadn't signed donor cards yet, compared with 41.3% (n = 422) that were still undecided and 17.8% (n = 182) who refused to donate.

Results, Discussion, Recommendations, Contributions

The empirical results of this study reveal that perceived self-benefits (e.g., positive feeling of pride and self-approval) and other-benefits (e.g., saving or improving the lives of others) are the strongest and most robust predictors of attitudes towards donation ($\beta = .80, P < .001, t =$ 19.93). This finding confirms the importance of perceived benefits on influencing the donation decision as suggested in prior studies (Cohen & Hoffner, 2013; White & Peloza, 2009). This provides an opportunity for government agencies and health communicators to position the act of organ donation as helping to reduce the suffering and quality of life of others who are seriously ill or to highlight the value that healthy organs of deceased persons should not be wasted. It is important to use the motivation function approach and informative research to guide health message designs. It was found that if the health message addresses the motivation function that an individual holds, the messages become more persuasive and have higher quality (Joshi & Stevens, 2017). Moreover, White and Peloza (2009) show that the effectiveness of both self-benefits and other-benefits appear to encourage positive donor support. From a psychological point of view, performing pro-social and altruistic acts found to benefit the donors by increasing their feelings of personal satisfaction or gaining social approval. Therefore, increasing positive attitudes can be achieved by explaining the potential benefits to the donors. For example, participation in an altruistic act can help to promote heightened feelings of self-worth and improved self-image (Cohen, 2010).

Furthermore, *altruism* and *solidarity* were the determinants for an individual to *feel favourably* towards donating organs, as altruistic values increase, attitudes become more favourable (B =.64, P < .001, t = 8.22). This present finding is consistent with previous research suggesting that one's altruistic values have a strong impact on attitude and the tendency to become organ donors (Mostafa, 2010; Nijkamp, Hollestelle, Zeegers, van den Borne, & Reubsaet, 2008; Strahilevitz, 2011). In order to facilitate individuals' behavioural intentions to donate organs, it is important to change the values underlying the value-expressive function by addressing altruistic values in messages, for instance, suggesting that non-registration is incompatible with one's values. An example of a successful campaign is the American Red Cross (2006) that notes "I can't say we've ever met, but I will give you my blood" (Anker, Feeley, & Kim, 2010). To increase public discussion and involvement in this issue, it has been suggested that key influential figures and role models trusted by the community are advocated as the best promoters for organ donation, and this may create greater acceptance by the community. Respected and valued government officials have the capability to influence organ donation decision-making on talk-back programs or advertisements, leveraging benefits and altruistic values of organ donation while simultaneously reducing perceived risks and advocating for greater discussion with families (Kelly, Morgan, & Coule, 2014).

This study has addressed a number of criticisms of the existing organ donation literature, such as the absence of using a strong and well-validated underlying conceptual or theoretical framework, the lack of considering important cognitive and emotional influences, and the dearth of research in the Marketing context. In light of the scant marketing research on individual decision-making for posthumous organ donation, this study discusses and delineates the underlying mechanisms of individuals' attitudes and intentions to sign donor cards and to discuss their organ donation wishes. The findings of this study make a significant contribution to the existing understanding and knowledge of organ donation and its role in influencing prosocial behaviour. This study also represents an important step towards understanding the individual's decision-making process and has assisted in developing more audience-oriented programs, which could ultimately help to increase the actual donation behaviour.

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Understanding organ donation attitude-behaviour discrepancy

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Abstract:

This study explores the underlying belief values influencing attitudes to posthumous organ donation, intention to sign a donor card as a sign of behavioural willingness. Extending the Theory of Reasoned Action this study integrates four external explanatory belief factors, altruism, perceived benefit, perceived risk and familial subjective norm to more fully explain organ donation intentions to sign a donor card. The data was collected from a convenience sample of 423 via an online questionnaire. The relationships between the constructs of the proposed conceptual model were tested using SEM and bias correct bootstrapping techniques. Several alternatives models were compared to confirm the mediation effects. Findings provide critical insight for marketers to design and implement culturally relevant strategies promoting the acceptance of posthumous organ donation. The contribution of this paper stems from the simultaneous modelling of a range of mediation effects which can better help explain people's organ donation decision-making processes.

Keywords: posthumous organ donation, donation, the Theory of Reasoned Action

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Background and research aim

A single donor has the ability to contribute to the life of at least eight recipients and improve the lives of countless others (Schnitzler et al., 2005). Critically, there is a rising global demand for organ transplants, yet a lack of supply (Theodosopoulou, Dor, Casanova, Baskozos, & Papalois, 2018). Despite the intrinsic and extrinsic value of posthumously donating organs and many individuals possessing positive attitudes towards donation, there remains a global shortage of people making the positive choice to actually donate their organs. This lack of consistency between overall favourability toward donation and organ donor registration behaviour results in an attitude-behaviour discrepancy which has left researchers wondering why donor registration rates do not align with overwhelming support (Siegel, Navarro, Tan, & Hyde, 2014). Therefore, gaining an understanding of which beliefs potential donors are more likely, or less likely, to deliberate is critical for policy makers and researchers seeking solutions for organ donation behavioural change. Furthermore, a greater understanding of individuals' belief values encouraging or discouraging posthumous organ donation attitude formation, and subsequent behavioural intentions, is paramount in order to increase the number of transplanted organs and reduce the organ transplant waitlist. The objective of this study is to explore factors motivating or inhibiting individuals to donate organs posthumously.

Adapting the Theory of Reasoned Action (TRA), incorporating four external variables explaining organ donation attitudes, this research aims to provide a more encompassing explanation of posthumous organ donation behavioural intention. Morgan, Stephenson, Harrison, Afifi, and Long (2008) contend that decision-making is not necessarily entirely reasoned in nature as decision-making processes are also strongly influenced by an individual's values or beliefs which, in turn, effect attitude formation and behavioural intention. These additional external factors altruism, perceived benefit, perceived risk, familial subjective norm were integrated into the TRA model to more fully explain attitude towards donation and the intentions to sign a donor card. Organ donation attitude is expected to mediate the effects of perceived altruism, perceived benefit, perceived risk and familial influence on intention to sign an organ donor card. Therefore, this study explores the following research questions:

RQ: What are the factors that influence an individual to become a posthumous organ donor?

Research method

This research utilised a convenience sampling approach via an online questionnaire through the Twitter website. A total of 423 usable surveys were collected. Respondents were aged between 18 and 65 years; complying with legal requirements for organ donation. Given low donor card registration rates the sample, as expected, was largely representative of non-registered organ donors 77%. In addition to the Main Research Model (MRM), this study tests three alternative models by using SEM with maximum likelihood estimation. Bias correct bootstrapping was conducted to assist the mediation test, with altruism, perceived benefits, perceived risks of organ donation and familial subjective norm acting as initiators in the development of the intention to sign a donor card.

Finding and discussion

Overall, the model explained 67% of the variance in attitudes toward donation ($R^2 = .67$) and 65% towards the intention to sign a donor card ($R^2 = .65$). This study suggests the most important predictor of organ donation attitudes is altruistic humanitarian reasoning ($\beta = .44$, P < .001, t = 8.33). General altruistic values relating to organ donation benefiting humanity and saving lives are key motivational triggers influencing individual's attitude formation. This finding consists of previous research evidencing altruism as a strong predictor of organ

donation (Cohen & Hoffner, 2013; Hill, 2016; Mostafa, 2010). The second most significant predictor of organ donation attitudes is individuals' perceptions of the risk associated with a donation ($\beta = -.32$, P < .001, t = -4.52). Participants were concerned about issues of body disfigurement, use of organs for medical research purposes, issues related to maintaining an intact body in death and issues of fear and anxiety about one's own death. This finding concurs with previous organ donation research where anxiety associated with death can intensify and become activated when individuals consider organ donation decision-making (Afifi et al., 2006; Siegel et al., 2010). Familial subjective norm was also revealed as another significant negative influence on attitudes toward donation ($\beta = -.07$, P < .001, t = -3.31). Discussing organ donation intent is a potentially taboo issue and carries with it high risk, such as, upsetting the family members, feeling pressure to change behavioural intent, alongside challenges associated with commencing a conversation (Lambert South & Elton, 2017). Therefore, most people are more likely to avoid taking such a risk if they do not have enough confidence in their ability to discuss the subject. Interestingly, perceived benefits of organ donation were found to be insignificant

 $(\beta = .28, P < .099, t = 1.65)$, thus, weak predictors of organ donation attitude formation, which is contradictory to previous research (Cohen & Hoffner, 2013; Mostafa, 2010).

In addition, the strong positive relationship between organ donation attitudes and intentions to sign a donor card (β = .82, P < .001, t = 6.23) supports previous research exploring organ donation behaviours suggesting positive attitude formation is a critical step in organ donation decision-making (Quick, Anker, Feeley, & Morgan, 2016; Sharpe, Moloney, Sutherland, & Judd, 2017). This research concurs with previous organ donation studies finding a significant attitude-behaviour discrepancy with many respondents reporting positive intentions to donate organs, however, are not willing to sign an organ donor card (Britt, Britt, & Anderson, 2017). As such, an in-depth understanding of beliefs influencing organ donation attitude formation is critical to enhancing consumer's behavioural action enabling positive posthumous organ donation choices. Therefore, communication strategies need to not only refute common negative misperceptions about organ donation (Miller, Currie, & O'carroll, 2019) but also balance the value of organ donation with content leveraging the perceived benefits and altruistic nature of potentially saving the lives of others (Joshi & Stevens, 2017).

Contributions and future research direction

Theoretically, this research confirms the value of extending TRA to include belief-based antecedent variables influencing attitude formation as means to provide a more encompassing explanation of posthumous organ donation behavioural intention (Wong & Chow, 2017). As such, the rational decision-making process of people organ donation behaviour can be more fully explained by perceptual belief-based reasoning. This study advances and contributes significantly to the organ donation and marketing literature by identifying underlying belief values that act as key motivator and inhibiting factors impacting attitude formation and behavioural intention. Establishment of the mediation model enriches marketing and organ donation context, as well as, provides insights into the target audience's motives and barriers towards organ donation by incorporating factors influence individual intention to sign donor cards. Further, the contribution of the study stems from simultaneously estimating the number of alternative structural models. As the perceived risk was identified as a key barrier impacting organ donation attitude formation future research is required to explore and define risk typologies related to posthumous organ donation behaviour. In relation to perceived benefits, future research could explore perceived self-benefits, as opposed to benefits to others, which may motivate organ donation behaviour, thus contributing to the knowledge of intrinsic selfrelated motivator characteristics.

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Cultural diversity in franchising: Recruitment of migrant franchisees

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Abstract:

This research describes the current status of migrant franchisees in Australia and explores the main challenges and opportunities that franchisors face in adapting their systems to accommodate cultural diversity. A series of focus groups and a survey provided insights into the challenges and opportunities faced by franchisors in recruiting and managing migrant franchisees. Approximately 80 people participated in the focus groups. Participants were from a range of franchises, providing a strong cross-section of industries, locations, and experience. Participants were invited to share their experiences with recruiting and inducting migrant franchisees and were prompted with questions such as 'why do you recruit migrants as franchisees?', 'what are the main challenges associated with migrant franchisees?', and 'how do you embrace cultural diversity in your franchise?'. Tentative findings of best practice in accommodating migrant franchisees are revealed. This research has implications for three main areas of franchise management: recruitment processes; operational issues; and management of franchisees.

Keywords: migrants, cultural diversity, franchising.

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Background

Globally, the franchising sector is emerging as a significant contributor to economic growth in a number of countries including Australia (Timms et al., 2019), which has been coined the 'franchise capital of the world' because of its high density of franchising. Australia recorded growth from 693 systems in 1998 to over 1,120 in 2016 (Frazer et al., 2016). In 2016, the number of business format franchised units was estimated at 70,700, with further 8,300 company-owned units with a sales turnover of AUD66.5 billion (Frazer et al., 2016). Growth is predicted to continue as the sector continues to mature.

Considerable attention has been paid to customising the franchise product to meet different customer needs in different countries and regions (Bengtsson et al., 2010; Grünhagen et al., 2010). A central idea emerging from this literature is the adaptation of the franchise brand to meet specific market needs (e.g. menu and service offerings). One element that is evolving as an imperative to success is the ability of a franchise brand to adapt the business model to engage appropriately with franchisees from various cultures and different ethnicities (Moran, 2009). What remains under-researched and not fully understood is how franchisors adapt their systems to accommodate the cultural diversity of new franchisees in their business structures and how franchisees interpret the franchisor systems they are provided with.

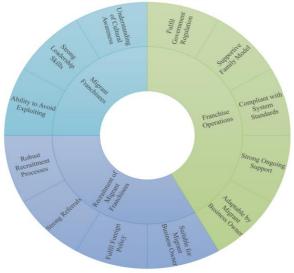
Methodology

We employed a mixed methods research approach, combining quantitative and qualitative approaches sequentially into the research methodology (Cresswell, 2014). Mixed methods were used to obtain a broad understanding of the topic as an exploratory study. This is especially useful for studying franchising (Thaichon et al., 2019). We began with surveys of franchisors to obtain descriptive data concerning migrant franchisees and followed these with a qualitative inquiry into the issues surrounding cultural diversity in franchising. The quantitative phase was used to obtain precise information about the scope of the research issue (Thomas, 2003) by providing descriptive data about the phenomenon of interest. As we aimed to gain an *understanding* about the context of cultural diversity in franchising, we also conducted qualitative research (Carson et al., 2001).

Discussion and Implications

The themes from the focus group discussions can be broken down into three main areas of franchise management: recruitment processes, operational issues, and management of franchisees (Figure 1).

Figure 1: Three main areas of franchise management



Recruitment of Migrant Franchisees Franchise Operations Migrant Franchisees

In terms of franchisee recruitment, there appears to be a growing trend towards using migrant franchisees as a means stimulating system growth. Consequently, franchisors utilise alternative strategies, such as multiple-unit franchising (Dant et al., 2013) and international expansion (Frazer et al., 2007), to grow their brands. As they proceed down this path, franchisors are becoming aware of the need for more robust recruitment processes and procedures to deal with this initiative. Franchisors have recognised that traditional methods of domestic recruitment, such as franchising expos, will need to complemented, and conceivably supplanted,

with direct recruitment efforts aimed at the migrant population, such as advertising in ethnic newspapers to attract Chinese and Indian prospects (Gehrke, 2007). Procedures also need to be established to handle overseas inquiries. In addition, franchisors also need to be aware of the current political situation between Australia and target countries for prospective franchisees, as Australian foreign policy may impact on available opportunities. For instance, when Hong Kong was handed to China in 1997, there was an increase in business migration to Australia in the lead up to the transfer of sovereignty from the UK to China (Sherlock, 1997). Such political, economic, or social environments create opportunities upon which franchisors may capitalise. Similarly, although entirely apolitical, Australia may have specific appeal for particular groups of immigrants, for example, business migrants from the United Kingdom are often attracted to Australia because of its climate and lifestyle (Gehrke, 2007).

Once the migrant franchisee has been recruited and selected, there are implications for franchise operations. First, the training and induction processes will need to be adapted for migrant franchisees. The focus groups highlighted issues relating to language and cultural differences. Franchisors may find that their current induction procedures and start-up training need to be modified to cater for these differences. Adjustments may include rewriting training and operations manuals using plain English and including graphics and video content. Besides, it has been pointed out that highly structured franchise operations are likely to be more suitable for migrant franchisees who may simply follow the system. Franchisors may need to increase the type and quantity of ongoing support they provide franchisees in such systems. As well as a 'turnkey' operation facilitating entry, franchise brands may need to provide a comprehensive suite of *ongoing support*, including functions such as payroll, bookkeeping, and local marketing initiatives. Moreover, an unfortunate side effect from the franchisor perspective of neglecting to adapt the franchise system to deal with cultural diversity is the possibility of an increase in government regulation. Indeed, the Australian Government is currently considering amending its workplace legislation to make franchisors responsible for wage underpayments by their franchisees if they knew of any contraventions (Liberal Party of Australia, 2016). Hence, greater scrutiny of the franchise sector is a likely outcome of the drive towards the recruitment of migrant franchisees and franchisors need to be prepared for additional layers of regulation and compliance.

Furthermore, our research points to several implications for the *management* of migrant franchisees. In a culturally diverse franchise system, both franchisor and franchisee may need to increase their level of *cultural awareness* in order to enhance their working relationship and minimise the potential for conflict. Being aware of cultural dynamics extends beyond demonstrating appropriate behaviour in a given situation; in business, it will also require adherence to laws. In a culturally diverse franchise system, some franchisees may not be familiar with specific laws, such as minimum wages and conditions for employees. The franchisor's responsibility, ahead of achieving profits, is to ensure that franchisees are well equipped to deal with these challenges. Finally, it is incumbent on franchisors to avoid the temptation of exploiting migrant franchisees, both at the recruitment phase and during the life of the franchise agreement. Many commentators believe that the 7-Eleven wages scandal in Australia was due to a flawed business model that meant franchisees could not make sufficient profits unless they illegally exploited their workers (Ferguson and Toft, 2015).

Conclusion

This research was an exploratory study of how franchisors need to adapt their franchise systems to accommodate cultural diversity. This is an exciting and important area of franchising research that has received little attention. Future longitudinal research and replications of this study should be considered to capture the changing patterns of franchisees' psychology and behaviours over time and in different contexts.

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Evolution of wearable technology 1960 to 2019

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Abstract:

Wearable devices in the early stages was predominantly used for convenience, to create an easier workload and enhance peoples' lifestyle. While the focus of that technology has not change, the difference today is that wearable technology is now more sophisticated, with abundant sensors, increased reliability, power and versatility. Within this ever-changing setting, little research has explored the evolution of wearable technology. This study aims to examine effective changes in the technology. The literature review consists of a number of database searches, and produced 95 journal findings. Gartner predicts that when the industry reaches the predicted \$42 billion in 2019 nearly 39 percent will be from smartwatches alone. Findings conclude that quality of life is expected to increase due to technology enhancements and applied to other ages. Further investigation on different continents and former Eastern Blocs (Central Europe) need to confirm the findings.

Keywords: Health technology, Wearables, Quality of life

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Overview

Technology assists people to make smarter decisions in both their private lives, and working environment, with the objective of delivering enhanced lifestyle choices (Davitt, Madigan, Rantz, & Skemp, 2016; Lee & Coughlin, 2015). In the early stages of technological development, the majority of the devices were stationary (i.e. phones, radio, televisions, and computers); the consumer needed to move to the device to operate it. The result was a limiting of convenience. With the advances in technology, wearable computing has evolved making tasks more convenient and the usage of devices more ubiquitous.

Depending on the definition of wearable technology, one of the first wearable devices was in use in 1961. The device, hidden in a shoe, predicted a 44 per cent betting gain at the roulette table (Thorp, 1998). Over the next decade, a more consumer oriented wearable device was presented to the public - the first digital calculator-integrated watch (Krishna, 2018). Jumping forward, Nike and Apple produced the first fitness tracker in 2006 that allowed people to listen to music and view certain personal fitness data (Saponas, Lester, Hartung, & Kohno, 2006). This advance encouraged other companies to tap into the sport and health consumer market. A pioneer was Fitbit with its classic version in 2008 which also included a step count for the wearer (Evenson, Goto, & Furberg, 2015). In 2013, the Google Glass Explorer Edition was introduced unfortunately receiving negative criticism due to privacy concerns and other issues that missed the needs of the consumer (Wei, Dougherty, Myers, & Badawy, 2018). The Apple Watch made its debut in 2015 and, with the evolution of the fourth generation Apple Watch in 2019, users received increased accuracy, more measurement tools and sensors.

This study focused on the post-adoption and evolution of wearable technology comprising older individuals aged over 65. The literature review revealed that wearable technology gained increase public awareness from 2014 onwards due to the appearance of the smartwatch. In recent years, smartwatches and wearable monitoring systems have become not only the focus of academic research but also of industry. According to Gartner (Costello, 2018), it is predicted that the industry will reach \$42 billion in 2019 with nearly 39 per cent from smartwatches alone. Gartner further predicts that wearable devices will be more than doubled, from 225 million in 2019 to 453 million devices by 2022 (Costello, 2018).

Literature Review

Since the introduction of the first devices, wearable technology has progressed to now ranging from personal status symbols, hedonic values, and fashion styles to sport, fitness and health monitoring improvements. Increasingly, health and fitness applications have became a key driver of wearable technology. At the same time, risk, fear, uncertainty and privacy issues have increased (Cho, Ko, & Lee, 2018; Rasche et al., 2018). A major dimension in the evolution of wearable technology is the advent of applications that can be downloaded to wearable devices further increasing their usefulness (Dehghani & Kim, 2019; Desai, Yee, & Soman, 2016; Godfrey et al., 2018). Today, with the continuing evolution of wearable technology, devices have become compact and, in the eyes of the consumer, fashionable items. Fashnology became part of the research (Chuah et al., 2016; Dehghani, 2018; Song, Kim, & Cho, 2018; Yang, Yu, Zo, & Choi, 2016). Further, Deghani coined the term healthtology, which infused technology into health applications (Dehghani, 2018).

The academic literature on wearable technology on which this study is based dates from 1999. The literature review of 95 reviewed journals which included databases such as Scopus, Google Scholar and ProQuest showed that in the early stages, from 1999 to 2010, information systems/technologies and services (mobile, internet, online banking) were the main focus of wearable technology research. The Fitbit was introduced in 2008 with a step counter which motivated people to become more physically active (Evenson et al., 2015). The theories and

their adjusted versions that were used were mainly the Expectation-Confirmation Theories (ECT) (5) and the Technology Acceptance Model (TAM) (3).

From 2011 to 2015, the key research areas predominantly scrutinised were (1) smart technologies - not fully identified, (2) smartphone, (3) gerontechnology and (4) information systems/technologies. Towards the end of this period, and in the following order, Sony, Pebble, Samsung and Apple initiated the smartwatch era by introducing their new and complex technologically evolved wrist watches to enhance activity and to monitor a number of health concerns (Paul, 2015). The theories and their adjusted versions that were used were mainly the unified theory of acceptance and use of technology (5), ECT (3), and TAM (3).

From 2016 to 2019, the key technology research areas were smartwatches (13), wearable monitoring systems (12) - also not further identified, and wearable applications (11). In this period, it is seen that applications started to be of interest to the literature. Smartwatches gained prominence due to usefulness, especially in the health and fitness area. The theories and their adjusted versions that were used were mainly the ECT (8), TAM (7), and innovation diffusion theory (IDT) (5).

In summary, from 1999 to 2019, smartwatches were the most frequently researched products (15) closely followed by wearable monitoring devices (14) which were not fully identified, and wearable technology applications (13). The literature showed that these technologies were dominant. Less research was conducted on technology such as information systems and technology (8), smartphones (8), wristbands (7) and other technologies. It is of no surprise that smartwatches are leading the ranking because of their equipment that include a huge number of sensors and monitoring tools which enable smartwatches to be useful not only for health but also other monitoring and information purposes. On the other hand, smart shirts are the least frequently researched in the literature review. It is proposed that the lack of research into this form of technology could be that the industry is primarily focused on younger wealthy, technology-savvy and active adults and less on the older and more sedentary generations. It is of note that older adults can indeed profit from smart shirts and other wearable devices due to the increased incidence of chronic disease, health concerns and the desire to stay in one's own home for as long as possible before moving to retirement homes or hospitals (Davitt et al., 2016; Lee & Coughlin, 2015).

Looking at the source countries which provided the research for wearable technology, it was found that it focused mainly on the United States (15), Western Europe (15), China (11), Korea (9) and Taiwan (8). It appears that little to no research has been undertaken in Eastern Europe, the African states, South America, Russia or Australia and New Zealand.

Contribution, Recommendation and Conclusion

After reviewing 95 multi discipline papers from different journals (i.e. Journal of Marketing Research, International Journal of Technology Marketing, Journal of Marketing Management, Behaviour and Information Technology, Sensor, Computers in Human Behavior) the study came to the conclusion that the future of wearable technology for older people lays in the active and health sector, specifically, with sophisticated sensors for their personal health. Some companies are already competing with advanced products that will benefit greatly from improved technologies and help older individuals to enhance their quality of life. Further studies are needed to investigate these findings for all ages. The literature review also found very limited contributions to research from countries south of the equator. It is suggested that similar research especially in South America, Africa, the former Eastern Bloc (Eastern Europe), Australia and New Zealand should be conducted. In closing, due to the conference paper limitations, more figures will be shown at the upcoming conference.

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Do psychological influences impact food consumption of the elderly?

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Abstract:

Majority of the residents in aged-care homes suffered from malnutrition because of inadequate food intake, mental issue is one of the major factors toward their insufficient food consumption. Unhealthy and malnourish elderlies can accelerate burdens on both public and private health care, as well as economic and social challenges. Based on the Self-determination Theory (SDT), there are two aspects influence humans' food consumption, including physical influences (e.g. hunger, needs, appetite stimulation) and psychological influences (e.g. emotion, mood, appetite inhibition). This conceptual paper discussed how psychological influences may impact human's food consumption, especially among aging individuals. The prospective outcome of such study develops the understanding of how emotion fluctuation affects eating behaviour and food intake of aged-care home residents, and hopefully enhancing their wellbeing and avoid malnutrition by increasing their food consumption. Future research questions regarding the study of psychological influences on food consumption of the elderly are addressed.

Keywords: aged-care, psychological influences, Self-determination Theory

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Introduction and Research Aim

Australia and several developed countries such as Japan and China have an aging population problem (O'Loughlin et al., 2017, Wang and Chen, 2014, Oliver, 2015). A United Nations report documented that only 8% (668,000) of the population in Australia aged over 65 years in 1950, while it had risen to 15.1% (3.6 million) in 2015, it is forecasted that by 2050 this age group will increase to 22.5% (7.5 million) (United Nations Department of Economic and Social Affairs Population Division, 2015). Moreover, the over 65 years age group is continuously expanding, the ratio in economic dependency and social support tend to be imbalance, which is unsustainable and suppress a great burden as well as financial pressure to the working-age population (15-64 years) (Ofori-Asenso et al., 2018).

Research has revealed the aging population endows heavy demand on public and private health care, especially for issues like dementia, musculoskeletal disorders and cardiovascular diseases, all these can be rather expensive for treatment (Beard et al., 2012). To receive appropriate care, aged-care home is one of the most popular options for the elderly. Aged-care homes offer accommodation, care and medical assistance, and often the sole supplier of food for the residents (Ofori-Asenso et al., 2018, Bloom et al., 2015). Up to 2018, there are 2,695 aged-care homes in Australia (Australian Institue of Health and Welfare, 2018). However, research has suggested malnutrition and health issues have a significant impact on majority of the residents at the aged-care home, which is mainly associated with inadequate food consumption. In addition, intrinsic and mental issues of the elderly such as depression and anxiety impact their eating behaviour significantly (Donini et al., 2013). This paper emerged the concept to utilise psychological influence - emotion from the self-determination theory (SDT) as a factor to increase food consumption of the residents.

To tackle the above crucial social phenomena, the aim of this study is:

To investigate if psychological influences such as positive or negative emotion have an effect on aged-care home residents' eating behaviour and food intake.

Research questions are addressed in line with this aim:

RQ1: How does emotion as a psychological influences impact aged-care home residents' food intake?

RQ2: How do positive and negative emotion impact aged-care home residents' food consumption differently?

Conceptual Development

Self-determination theory (SDT) was first advocated by Deci and Ryan (1985), concerning psychological needs and appealing unique relations of each satisfied need with a wide range of positive outcomes. Especially in support of the integration process of the needs for autonomy, competence, and relatedness. Furthermore, Verstuyf et al. (2012) introduced the motivational dynamics of eating behaviour with the SDT perspective, which helps to understand the factors motivating humans' eating behaviour and regulation by indicating there are two aspects influence human's eating behaviour. Including the physical influences such as hunger, needs, appetite stimulation, while psychological influences are factors like emotion, mood and appetite inhibition. It is assumed that human's eating behaviour should be an autonomous form of behaviour and a self-motivated manifestation.

Moreover, a need-supportive context (such as interpersonal and social support) enhances more autonomous forms of behavioural regulation. Therefore, creating need-supportive context at the organisational and therapeutic level in the aged-care home setting may elicit more positive

emotion and premise on motivation, where socialisation and interactive activities would allow the elderly to improve their on-going eating behaviour more positively (Mouratidis et al., 2011, Ryan et al., 2011).

There are studies explored the effect of emotion on food consumption in consumer behaviour studies. For example, Evers et al. (2018) conducted a meta-analysis assessing the effect of emotions on eating behaviour and food consumption. The research consists of fifty-six experimental studies involving 3670 participants. The results revealed positive emotion increased eating consumption across groups. Moreover, Wang and Spence (2018) study argued taste and flavour evaluation can be modulated by the emotional content of external stimuli. emotional visual stimuli, the images of faces expressing either positive or negative emotion. Human faces offer one of the clearest ways of demonstrating emotion. Consumer was willing to pay more and consume more beverages when presented happy faces/emotion stimuli. Which proven emotion do have an effect on consumer's food consumption and it changes as per emotional stimuli which enhanced their positive evaluation toward taste and flavour. However, no research has been done to address how positive and negative emotion impact on food intake of the residents in aged-care home facilities.

Based on the conceptual development, we proposed the below hypotheses for future research: H1: Emotion as a psychological influence does have an effect on influencing an individual's food consumption in aged-care homes.

H2: The higher level of positive emotion, an individual would consume more food than an individual with a higher level of negative emotion in aged-care homes.

H3: The higher level of negative emotion, an individual would consume less food than an individual with a higher level of positive emotion in aged-care homes.

Discussion and Contribution

In general, this paper addressed the challenges aroused by the expanding aging population and promoted the increment of residents' food intake as a possible way to tackle malnutrition. Based on the SDT, emotion as a psychological influence may have an impact on aged-care home residents' food consumption as their emotion fluctuates. With hypotheses outlined presuming accelerate positive emotion towards the residents attain a high chance to motivate them to eat more; besides, negative emotion can decrease their food intake as they could feel less needsupportive context such as interpersonal support and lack of socialisation. However, more work is required to explore in this area, future research should confirm the hypotheses above and determine whether psychological influences impact aged-care home residents' food consumption and how different levels of positive and negative emotion moderate their eating behaviour. It is worthwhile to invest and research on the topic of this paper as the reality of aging and its economic challenges aroused are prevalent in many developed countries, one possible approach to increase food consumption of the elderly is to understand the psychological state behind their eating behaviour.

Implications for Theory and Practice

A theoretical contribution of this paper is to conceptualise emotion as a psychological influence that impacts food consumption based on SDT. Although there is quite an amount of research debate emotions would impact eating behaviour, little to none studies have discussed how to improve positive emotion for increasing food consumption of the aged-care home residents. A possible managerial practice for aged-care homes could include staff interaction with residents and create fun activities and events that could increase socialisation of the residents; again, future research is encouraged to investigate the effectiveness of such practice.

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Behavioural e-Commerce Marketing Internships – A Taxonomic Approach

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Abstract:

Marketing internships represent a major opportunity for reinvigorating marketing curriculum and getting students into the university classroom. A focus on a behavioural e-commerce bootcamp for onboarding interns provides a clear focus for depth action research and understanding student motivations before attending workplace interviews. The bootcamp instils contemporary knowledge of behavioural e-commerce and highlights e-commerce marketing job opportunities, also covering expectations from an internship. An exploration of the literature and online websites pertaining to internships leads to the development of an internship taxonomy creating a common set of labels for engaging in unambiguous policy development, data and communication. This is especially true in a world embracing globotics and heralding the World Economic Forum Globalisation 4.0. The students coming through as interns may well represent the new wave of AI driven professionals. This paper represents the beginning of a nascent stream of research regarding e-commerce marketing internships.

Keywords: Internship, Taxonomy, Behavioral E-Commerce

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"Traditional" Internships

Traditional thinking about university internships places a degree of responsibility on local businesses as student employers enabling the important aspect of educating future professionals. This helps form the talent pool for later hiring after or near degree completion. Sometimes, the reason may well be altruistic with an employer desiring to give something back to the community or a university by way of helping students (Reading and Bryan 2013).

From an educator perspective many skills especially, soft skills are difficult to near impossible teaching in the classroom. No substitute exists for students undertaking internships in the workplace independent of the business model paid or unpaid, summer internship or an industrial 6-12 month placement. The latter is frequently part of a degree award program. For students, workplace experiences offer an early means of determining the suitability of the professional path of undertaking and provides ample opportunity for early career individuals for rethinking the type of job they consider desirable. Notwithstanding, the financial burden of changing courses and job opportunities.

Thus, internships provide value for all stakeholders, the employers, student and educator. However, the traditional approach is not at all scalable with limited resourcing and frequently results in the student background and study failing to match the employer requirement albeit for an intern project. However, one thing that is certain is internships are a critical aspect of the postgraduate education experience and expecting significant growth.

Extending the Taxonomy of Internship

The trend of increasing datafication (Cukier and Mayer-Schoenberger 2013) transforms work life activities into data. In particular, with regard to student university workplace activities the potential exists to create ambiguity and erroneous records owing to the absence of an internship taxonomy. The trouble with not fixing the problem of correctly classifying the types of internships impacts policy decisions at the institutional and government levels. In fact, a paucity of factual information and little historical data exists on Australian internships whether paid or unpaid in spite of recognition by the Office of the Fair Work Ombudsman (FWO) flagging the distinctions between internships, vocational placements and unpaid work (FWO 2011).

The cracks in not having the correct naming for internships are already showing in referencing virtual internships. For example, a "virtual internship is a work experience program where the participant (intern) gains experience while working in a remote professional setting and is not physically present at the job location" (Wikipedia 2019) serves as a useful definition. However, a virtual work experience program (Sherpa 2019) represents a simulation of the type of work graduates perform in the workplace. While this type of simulation represents real world engagements this does not constitute an actual workplace activity with student as participant and likely distorts long term record keeping of internships.

Further evidence for a need to correctly label the different types of gaining work experiences is seen from the vastly different volume of Google searches for each label (Figure 1).

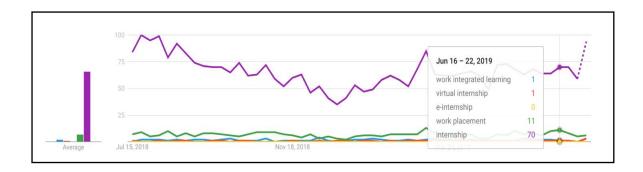


Figure 1 Google Trends 2018/19 search terms: Workplace Integrated Learning, Virtual Internship, e-Internship, Work Placement, Internship

The taxonomy of internship (Table 1) suggests using the label "e-internship" for remote working using computers while reserving "virtual" for simulations. This reinforces the need to distinguish between these terms unlike previous writings these terms unlike previous writings (Jeske and Axtell 2018; 2016).

Table 1 Taxonomy of Internship

Term	Suggested Definition and Source
Apprenticeship	Paid on job training and study (Apprenticeship Support Australia 2019)
Internship	Work experiences prior to completing award program (Taylor 1988) *
e-Internship	Computer Mediated Internship (Bayerlein and Jeske 2018)
Traineeship	Work based training and formal training with contract (NSW 2018)
Virtual Internship	Simulated internship (Sherpa 2019)
Vocational Placement	School leaver placement on employer work site/training (Pathway to Aus 2018)
Work Experience	*
Work Integrated	Includes, internships, placements and work experience (Orrell 2018)
Learning	
Work placement	*

^{* &}quot;Unpaid work experience, job placements and internships" are classified under the same group under Fairwork Australia (2019)

Disrupting Internships Through Bootcamps

Through devising a bootcamp program as a first step, the commencement of a major disruption in traditional internships is feasible. Firstly, a bootcamp breaks the mould on flipping the classroom and instead provides students with a "hosepipe" of contemporary knowledge and skills in a very short period of time 3-5 hours.

Secondly, an area of scarce digital or behaviour e-commerce marketing skills forms the primary focus of the bootcamp. A netnography of Australian award courses and degrees shows the paucity of education available for marketing students contemplating an e-commerce future. This area is attractive not only owing to the size of the market moving to over USD 1.4 trillion in Asia Pacific by 2021 (Varon 2021) but the training is transdisciplinary and breaks free from faculties. This provides early opportunity for experimentation of transdisciplinary curriculum.

The types of roles available to interns requires a diverse set of knowledge encompassing online marketing skills, knowledge of popular martech software (Brinker, 2019) analytics capability inclusive of Google Analytics, ability to fulfil from stock, familiarity with cross border ecommerce legislation, ability to generate online product descriptions and an ability to hack software code. A more formal and detail description is available from the U.S. Department of Labor/Employment and Training Administration Occupational Information Network (O*NET) database Online Merchants job role (O*NET 2019).

Taking this approach creates students an opportunity for holding conversations with potential employers in an area of scarcity and interest versus interviewing for a traditional disciplinary area or role. This increases the likelihood of the entire pool of talent available for internships being taken up subject to the availability of enough employers with interest. Furthermore, the bootcamp "experience" is hands-on focusing on getting attendee to immediately work on ecommerce activities using a variety of freely available tools and techniques. In light of this, the students bring laptop and access the free versions of services and tools including Google sheets and Microsoft Power BI.

Orchestrating a Renaissance in New Marketing Internships

The bootcamp is stage I of the program held in 2019 with stage II implementation around 2020/21. Stage II is an elegantly simple idea (think Canva, Deliveroo, Finder and Spotify) has the opportunity to disrupt. The stage II focal point leverages e-internships (Jeske and Axtell 2018; 2016) using globotics (a portmanteau of globalisation and robotics; Baldwin 2019) representing computer-mediated learning work experiences with all stakeholders in different locations and even across different countries. All the student interactions are dependent on team collaboration software including Microsoft Teams, Zoom or Slack messaging. This thinking reinvigorates marketing curriculum for behavioural-commerce and as well as marketing entrepreneurship for fulfilling student interest in developing new online businesses.

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Understanding international tourists: A cultural intelligence perspective

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Abstract:

Using Chinese tourists as research objects this paper investigates how the ability of an individual to adapt to a certain culture might has influence on his or her *revisit intention* and willingness to introduce the destination to others. This paper introduces *cultural intelligence* to the tourism research and proposes a strong positive relationship between *cultural intelligence*, tourists' *revisit intention* and *electronic word-of-mouth*, and regards tourists' enjoyment and satisfaction as intermediates of such relationship. Moreover, this paper also proposes that tourists' perceived peer influence has a moderating effect on tourists' positive emotion and post consumption evaluation. To understand such relationships precisely this paper employs online survey for data collection and structural equation modelling for data analysis technique. The research outcome would make contribution on both the application of *cultural intelligence* theory and destination marketing and management.

Keywords: Cultural intelligence, Revisit intention, Electronic word-of-mouth

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Introduction and Research Aim

Tourists' revisit intention and E-WOM are two important dimensions of destination loyalty and therefore essence for the long-term and sustainable tourism industry growth (Kastenholz, 2004). As a result, plenty of researches studied this field from analysing effect of different destination attributes on tourists' revisit intention and E-WOM through satisfaction, image and experiences etc. (e.g., Li, Cai, Lehto & Huang, 2010; Liang, Ekinci, Occhiocupo & Whyatt, 2013). As illustrated, most of previous studies put emphasis on different destination attributes, but the effect of travellers' capacity to adjust to different cultures on their intention to revisit and recommend was merely investigated. Furthermore, most previous studies paid much attention on tourists themselves, while potential influences from fellow travellers, also known as "perceived peer influence" which being proved has significant moderating effect on objects' behaviours (Childers & Rao, 1992), are still required to be uncovered. To fill such research gaps, therefore, this paper will introduce the concept "cultural intelligence", which refers to the competencies of an individual to effectively adapt to different cultures (Earley, 2002), and detect its effect on Chinese visitors' revisit intention and electronic word-of-mouth (E-WOM), and the moderating effect of perceived peer influence as well.

How *cultural intelligence* has impacts on tourists' *revisit intention* and their *E-WOM*? This paper explores it from several perspectives: (1) The influence of *cultural intelligence* on tourists' enjoyment, (2) The influence of *cultural intelligence* on tourists' satisfaction, and (3) The moderating effect of tourists' perceived peer influence. Specifically, this paper regards tourists' enjoyment as positive emotions in line with Mitas and Bastiaansen's work in 2018 and proposes tourists who adapt to the destination's culture better might enjoy the trip more. Moreover, despite tourist satisfaction was proved influenced by many destination attributes (e.g., Eusébio & Vieira, 2011), this paper follows the research consensus on measuring tourist satisfaction at an aggregated level (Prayag, Hosany, Muskat & Del Chiappa, 2016) and proposes tourists who are more familiar with the local culture obtain a higher overall satisfaction. In addition, such two relationships discussed above are assumed being moderated by tourists' perceived level of *cultural intelligence* of their travel partners. Finally, this paper proposes tourists' *revisit intention* and *E-WOM* are therefore being positively influenced. In sum, this paper also has potential to extend the application of *cultural intelligence* to tourism research and provide with destination marketing and management suggestions.

The aim of this study is:

To reveal the effect of tourists' *culture intelligence* on their *revisit intention* and *E-WOM*.

Three research questions in line with this aim are shown below:

RQ1: How tourists' cultural intelligence influences their revisit intention and E-WOM?

RQ2: Are tourists' enjoyment and satisfaction directly subjected to their *cultural intelligence*?

RQ3: Will tourists' perceived peer influence moderate their enjoyment and satisfaction?

The conceptual model is subsequently built and shown below.



Figure 1: Conceptual model

Methodology

This research will employ the quantitative methods due to the nature of the research realm. The data collection is still ongoing and expected to be finished by October 2019. Data will be collected via the online survey methodology and analyzed via the Structural Equation Modelling (SEM) on the purpose of uncovering the relationship between dependent and independent variables in the conceptual framework (Hair, Sarstedt, Ringle & Mena, 2012). In this research, the non-probability convenience sampling is found suitable due to which is cost and time effectiveness and could make easier to reach the respondents. The target sample involves adult Chinese tourists who has been travelled abroad in last 5 years. The online questionnaire will be distributed through some Chinese mainstream social media applications including WeChat and Weibo due to both have a lot of users. In order to ensure the effectiveness of and rigor in this research, the sample size should go beyond 400, and the exploratory factor analysis will be applied to test the relationship between different variables. In addition, a pre-test will be conducted before the formal data collection and the questionnaire might also be revised based on the pre-test outcome. Finally, the Amos software will be employed to analyze the collected data and research outcome will then be discussed.

Implications for Theory and Practice

Although this study is not completed yet, it is expected to make contributions to theory and practice from several perspectives. In terms of theory implication, one of the major potential contributions of this research is introducing *cultural intelligence* to tourism research, especially to understand tourists' intention to revisit and recommend. The application scope of most previous *cultural intelligence* studies (e.g., Holtbrügge & Engelhard, 2016; Presbitero & Quita, 2017) was generally confined to international expatriation and education success, and the number of related researches on tourism is very limited. In addition, this research is expected to support the existed well-established relationship between tourists' positive emotion and their *revisit intention* and *E-WOM*. Furthermore, this research also has potential to prove the moderating effect of perceived peer influence on not only objects' behaviours, as many previous studies indicated (e.g., Hoffman, Monge, Chou & Valente, 2007; Trucco, Colder & Wieczorek, 2011), but also on their emotions and appraisal of experiences.

In terms of managerial implication, this research is expected to define the importance of *cultural intelligence* on tourists' outcome behaviours, which means marketers and managers of destinations could strengthen visitors' attachment and attract more travellers by improving travellers' *cultural intelligence* via marketing techniques. For example, tour guides can introduce tourists more about local culture, customs and social conditions, and teach visitors some simple daily languages and encourage them to communicate with the locals as well. In addition, most destinations or tourism countries tried to advertise themselves by introducing their natural sceneries and environmental resources, and this paper is expected to uncover the importance of *cultural intelligence* and suggests marketers to put more emphasis on local culture advertising. Moreover, this research will also suggest marketers to improve visitors' experiences with their cultural experiences by providing more cultural tourism products which includes attracting travellers to visit local shops, restaurants and museums to increase tourists' cross-cultural involvement. Furthermore, this paper also suggests that for better and more comprehensive visitors' cultural experiences, marketers could launch more countryside travel programs for travellers' *cultural intelligence* improvement.

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In situ decision making behaviour of Vietnamese tourist

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Abstract:

During the travelling time, tourists face many unforeseen or unplanned problems and decisions that arise after a trip has commenced, therefore, they can change their initial plan after arriving in the destination. Their decisions in terms of length of stay, travel budget, activities choice, attraction choice, transportation choice and accommodation choice might be influenced by many external factors.

This paper will investigate the influences of group influences, information services at destination and unexpected situation on the decisions made at destination about length of stay, travel budget, activities choice, attraction choice, transportation choice and accommodation choice.

Keywords: Vietnamese domestic tourists, in situ

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Introduction and Research Aim

In general, tourists experience three stages of the consumption process including pre-trip, during-trip/in situ and post-trip stage. Many prior theoretical approaches to understanding tourist behaviour have assumed that holiday-seekers fix an initial plan which remains unchanged at during-trip stage (Hwang & Fesenmaier 2011). However, in reality tourists face many unforeseen or unplanned problems and decisions that arise after a trip has commenced. Thus, tourists can postpone, confront and solve these situation after arriving in the destination and having had an opportunity to collect enough locally available information to enable suitable decisions to be made (Fesenmaier & JiannMin 2000; Jeng & Fesenmaier 2002; March & Woodside 2005b).

The main purpose of this paper is to explore the influences of group influences, information services at destination and unexpected situation on the decisions made at destination about length of stay, travel budget, activities choice, attraction choice, transportation choice and accommodation choice.

Four propositions involved in this study were developed as follows:

Proposition 1: Unexpected situations influence the changes of in situ decision making behaviours of Vietnamese domestic tourists.

Proposition 2: Information influences the changes of in situ decision making behaviours of Vietnamese domestic tourists.

Proposition 3: Services at destination influences the changes of in situ decision making behaviours of Vietnamese domestic tourists.

Proposition 4: Group influences have an impact on the changes of *in situ* decision making behaviours of Vietnamese domestic tourists.

Methodology

The participants will be asked to rate their degree of agreement in regards of the influence of these factors on their in situ decision making behaviour using the 7-point Likert scale. The questionnaire was divided into four parts: (1) trip characteristics; (2) decision making at the pre-trip stage; (3) decision making at the during trip stage; and, (4) demographic data. The number of questionnaires returned was 827. SPSS 16 was used as the software to code the data. The descriptive data of all participants was calculated first and followed by the data of trip characteristics. Principal component analysis (PCA) was conducted to confirm the validity of the survey instrument. Multiple regression analysis in this study was used to examine the influences of external factors, which were identified by PCA, on in situ decision making behaviour of domestic tourists.

Results

The following discussion indicated which factors have an impact on the decision making behaviour of Vietnamese domestic tourists during the time they are at a destination.

Proposition 1: "Unexpected situations", which is identified as the most important factor, is comprised of the attributes related to the health of the trip partner and the weather conditions at the destination. The score showed that more than 70% of participants indicated the importance of these items in this factor in influencing the change in their in situ decision making behaviour. However, "Unexpected situations" only influences the change of accommodation and activities.

Proposition 2: Based on the findings of the previous studies and of the qualitative results, the information factor in this research is covered by three sub-factors namely "Information at destination", "Traditional information" and "Social media and word of mouth information". Specific analysis of each factor is presented below.

Within the 6 factors identified by factor analysis, the results of the regression examination are that the "Information at destination" factor positively affected only one decision related to changes in the travel budget. Tourists are often overwhelmed by the huge amount of available information, and Vietnamese tourists are not an exception. In order to adjust their travel budget, they relied on information from residents in order to make their decisions.

"Traditional information" covers three items which were Travel guidebooks, Newspaper/Magazines and TV/Radio travel programmes. These types of information have a negative impact on changes in activities. It means that the reliance on "Traditional information" is inversely proportional with the level of change in activities. "Information at destination" and "Traditional information" are recognised as the only two factors that influenced just one decision made during the travelling time.

"Social media and word of mouth information" is comprised of five items that belong to two groups "WOM information" and "Social media". They are "Word of mouth information from relatives", "Word of mouth information from local residents", "Information from Social networks". "Information from travel forums" and "Information from travel web pages". This factor has positive influences on changes in accommodation and travel itinerary. In other words, the more tourists considered information from "Social media and word of mouth" as a vital aspect in choosing their accommodation and travel itinerary, the more their decisions involving changes in accommodation and travel itinerary are affected.

Proposition 3: "Services at destination" is found to be a vital factor in influencing *in situ* decision making behaviour. In particular, "Services at destination" has a negative impact on changes in accommodation and changes in mode of transportation. In other words, the more tourists consider "Services at destination" as one of the important factors, the less their decisions relating to accommodation and modes of transportation are changed.

Proposition 4 "Group influences" is the unique factor that has an impact on all decisions made during the travelling time. In particular, this factor was identified to have a positive impact on changes related to length of stay, travel budget, accommodation, activities, mode of transportation, attractions and travel itinerary.

Implications for Theory and Practice

Knowledge of *in situ* decision making behaviour matters to tourists as they are concerned with their travel experience and satisfaction. Before the trip commences (pre-trip stage), they do not know what may transpire and what this could unexpectedly lead to. By acknowledging and accepting the factors that can have an impact on their decisions, tourists may have a more predictable overview of their trip and are thus capable of planning and improvising accordingly.

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Managing the privacy paradox through sharing economy

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Abstract:

This paper investigates the concept of privacy paradox and the ensuing predicament of personal information disclosure in the context of online transactions. The application of privacy concern is examined in a boarder perspective by inculcating consumer behaviour through cognitive dissonance theory. This includes the exploration of the relationship between privacy and dissonance pertinent to disclosure decisions integrating the advancement of blockchain technology as a part of the sharing economy. The study conducted 24 in-depth interviews on grounded theory methodology. The findings included extending the privacy paradox by classifying the impact of online technology and recognising the influence of privacy paradox in manifesting cognitive dissonance providing a new dimension to consumer behaviour literature. The proposed conceptual model of the study presenting blockchain technology through sharing economy will contribute to manage the enigma of privacy paradox and ensuing dissonance facilitating firms to improve the privacy of online transactions.

Keywords: privacy paradox, cognitive dissonance, blockchain

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Introduction and Research Aim

Cybercrime is a major threat to the future of online transactions as the fraudsters use sophisticated technology to access online data violating privacy (Ali, 2019). The concept of privacy paradox emerged with the developments in online systems, e-commerce and social media platforms where the customer information was visible to the public at any given situation (Romanosky and Acquisti 2009). Privacy paradox can be defined as the discrepancy between the privacy concerns and behavioural intentions allied with online disclosure (Norberg et al. 2007). The use of online technology and the resultant exposure create a cognitive imbalance leading to dissonance (Jeong et al., 2019). Moreover, the users indicated a high degree of reactance in disclosing information online which implicate dissonance (Chen et al., 2019). Cognitive dissonance theory attests the psychological incongruity which arises due to the difference between the attitude and behaviour of a person (Blackman et al., 2016).

The lack of privacy in conventional online systems resulted in the emergence of cryptocurrency exchange manifesting a sharing economy (Nelms et al., 2018). In this network, the privacy of a transaction is authenticated through a code leading to blockchain and its cryptography (Leung et al., 2019). This shared system enables data protection since encrypted blockchain is impossible to breach as the users are integrated through a shared database with the authority to invalidate a suspicious transaction (Swan, 2015). Moreover, the sharing economy based on decentralized cryptocurrencies and the open ledger system will enable participants to verify new transactions (Rodima-Taylor & Grimes, 2019). Privacy paradox has been studied over a variety of theories with limited success and indicate a gap which needs to be addressed by future research (Teubner & Flath, 2019). The past research mainly focused on individual aspects of the privacy paradox phenomenon and as a result there is a need to develop conceptual and theoretical models that implicate multiplicity of privacy concerns (Kokolakis, 2017). Similarly, the research on the sharing economy and privacy is also at an infant stage (Lutz, et al., 2018).

The aim of this study is:

To investigate the impact of online transactions on privacy paradox, ensuing effect over dissonance and examine the role of shared economy doctrine in manifesting a solution.

Three research questions are addressed in line with this aim:

RQ1: How does online technology effect the manifestation of the privacy paradox?

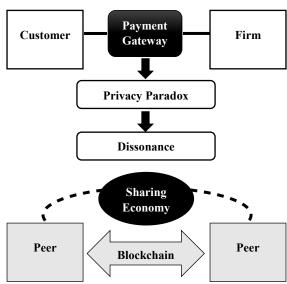
RQ2: What is the impact of privacy paradox in creating customer dissonance?

RQ3: What is the influence of shared economy in managing the privacy paradox?

Methodology

This research applies qualitative technique considering the exploratory nature of the central research question. In line with this thinking, grounded theory methodology is used as this technique encompasses a foundation for generalising complex problems through an effective data analysis advocating a logical solution (Bryant & Charmaz 2019). This study conducted 24 in-depth interviews in Australia to explore the online privacy concerns by selecting respondents with more than 3 years' experience in online banking based on a purposeful sampling strategy. A data flow diagram was developed after each interview on a separate sheet to identify the key variables, issues and themes. The coding was carried out through a line by line analysis of the data identifying and labelling key themes. The data were analysed using the approach suggested by Charmaz (2014, 2017) where the process of open-coding, focused coding and axial coding was used to build categories and theoretical themes. Finally, two core themes of privacy paradox and cognitive dissonance emerged signifying the dilemma and confusion pertinent to online transactions and the implications in the direction of information disclosure.

Figure 1. Conceptual model



Results and Discussion the

significant dilemma and anxiety in undertaking online transactions due to privacy concerns. Furthermore, consistent with the findings of Yun, Lee & Kim (2019) the majority of the respondents demonstrated indecisiveness due to the possible loss of data and financial irregularity associated with online disclosure. This leads to privacy paradox where the customers continuously assessing the risk and reward of online disclosure (Adjerid et al., 2018). The respondents demonstrated an ambiguous situation after completing an online transaction which resulted in verifying the bank details frequently over time. The trade-off between convenience and risk of data security stipulate a dynamic platform for the existence of privacy

respondents

demonstrated

paradox (Acquisti, Taylor, & Wagman, 2016).

Secondly, the findings stipulated a direct relationship between the privacy paradox and customer dissonance as uncertainty on the process of an online transactions leading to a disturbing psychological state. The respondent indicated a substantial difference between the attitude and behaviour during and after online transactions. Thus, consistent with previous studies (Chandler et al., 2019; Pung, 2017) the respondents echoed a significant level of apprehension concerning privacy and cognitive fracas to continue with online transactions.

Finally, the study signifies a comprehensive paradigm to manage privacy paradox and dissonance to foster a platform to engage in online transactions. A conceptual model is designed based on the findings to provide a complete solution through the principles of sharing economy emphasising on blockchain technology manifesting peer to peer transactions to overcome the dilemma of privacy paradox and ensuing dissonance (Figure 1). The blockchain technology and the distributed ledger platform will ensure effective control and greater transparency with peer to peer control and validation through a shared system (blockchainaustralia.com.au).

Implications for Theory and Practice

This research contributes to theory by (1) extending the concept privacy paradox by recognising the impact of online technology and detrimental effect on customers well-being, (2) identifying the influence and the interrelationship between privacy paradox and cognitive dissonance theory providing a new dimension to online consumer behaviour and (3) introducing blockchain technology through sharing economy to manage privacy paradox and ensuing dissonance based on peer to peer control and transparency in arriving at a comprehensive solution.

There are three areas of managerial implications that contribute to practice: (1) firms can redesign the online service systems and payment gateway platforms by including blockchain technology to minimise or eliminate the problem of online privacy and build customer confidence, (2) inspire global community including academics and researchers to enhance the knowledge on sharing economy especially on the blockchain technology and encourage further studies and exploration and (3) motivate and encourage customers to engage with online transactions with assurance leading to higher personal growth and stimulate the development of technological advancement for the well-being of the entire ecosystem.

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Consumers' attitude and intention toward green cosmetics

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Abstract:

Increased awareness for social and environmental welfare has created a desire for greener and ethical lifestyle, inducing a change in consumer behaviour towards greener product preferences. Despite consumers' increasing demand towards green cosmetics, limited research has been conducted to investigate consumers' attitude and intention toward green cosmetics. Applying the Theory of Planned Behaviour (TPB), this research aims to examine the factors that influence the consumers' attitude and purchase intention towards green cosmetics across two socio-economically different markets – Australia and South Africa. The research will also investigate the moderating role of consumers' environmental knowledge on the relationship between attitude and purchase intention. This study will adopt a quantitative methodology and sampling frame of female consumers who have been identified as the most potential consumers for green cosmetics. The findings of this research will contribute to a better understanding of the green consumption behavior from both academic and managerial perspectives.

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Does customer participation really contribute to firms' financial performance?

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Abstract:

This study examines the moderating effect of two forms of customer participation, customer participation as information source (CPI) and as co-developers (CPC), on the firm's innovation and financial performance relationship. Specifically, we investigate the moderating impact of customer participation on the innovation context using an accounting-based financial performance measure, ROA, which differs from previous research. Six hypotheses are tested using 272 manufacturing industry respondents to the Korean Innovation Survey 2014. The results show a significant U-shaped relationship between exploitative innovation and financial performance, and a significant moderating effect of CPI but not CPC. There are no significant impacts of either customer participation types on the explorative innovation/financial performance relationship. The current study provides both theoretical implications and managerial implications for managing customer participation activities in the new product development process.

Keywords: Customer Participation, Exploitative vs. Explorative Innovation, Financial Performance

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Introduction and Research Aim

Although the importance of customer knowledge input in the innovation has been established (Chang and Taylor 2017; Mahr and Blazevic 2014), there is little research examining the moderating effect of customer participation types - customer participation as information providers (CPI) and customer participation as co-developers (CPC) - in the perspective of explorative and exploitative innovation. CPI and CPC can have varying influence on the financial performance because they use different mechanisms to adopt and utilize customers' knowledge in the innovation process. Additionally, most performance measurement in the customer participation innovation research is usually based on subjective relative measures (e.g. Cui and Wu 2016; Mahr and Blazevic 2014). This paper uses an objective financial measure to increase validity and decrease potential problems such as common method bias.

The paper therefore seeks to:

better understand two different forms of customer participation, CPI and CPC, on the firms' financial performance by investigating their moderating effects on exploitative and explorative innovation.

Background

The first research questions is to determine what the nature of the relationship between innovation types and financial performance is? Previous studies have shown that there are mixed findings. Some suggest linear (e.g., Cho and Pucik 2005), non-linear (e.g., Uotila et al 2009), or no relationship (e.g., Chandler et al. 2000) between innovation and performance. Furthermore, most did not consider the different innovation types and used only subjective performance measures. Thus, we expect that each innovation type will influence financial performance, although the nature of this relationship is unclear. Specifically, we suggest relationships between exploitative and explorative innovation and future financial performance (H1, H2).

The second research question is that there is a moderating effect of customer participation type between innovation types and future financial performance? Customer knowledge input can be a valuable source of innovation because market knowledge regarding customers' needs and technological knowledge used to develop product solutions are key important inputs to a successful NPD process (Thomke and von Hippel 2002). Furthermore, there are two key types of customer participation such as CPI and CPC depending on the different roles and drivers (Cui and Fang 2016), with each form having a differential impact upon innovation performance, although this has not been tested with an objective measure. We expect that CPI will have a positive moderating impact on the relationship between exploitative innovation and financial performance (Kim and Atuahene-Gima 2010) (H3); CPC will have a negative moderating impact on the relationship between exploitative innovation and financial performance (Un and Asakawa 2015) (H4); CPI will have a positive moderating impact on the relationship between explorative innovation and financial performance (Bogers and Horst 2014) (H5); and CPC has a negative moderating impact on the relationship between explorative innovation and financial performance (Hoyer et al. 2010) (H6).

Methodology

Data were used on 272 manufacturing firms in Korea were extracted from the Korean Innovation Survey (KIS) 2014. The respondents were randomly selected from the 13 submanufacturing industries based on Korea Standard Industry Code (KSIC). This database provided data for the independent measures. The dependent variable, ROA, was collected by KISVALUE, which is the financial data in the NICE Information Service in Korea. These are matched with the KIS respondents. To analyse the hypotheses, we used stepwise regression by ordinary least squares (OLS) method.

Results and/or Discussion and Contributions

First, we find there is a non-linear, U-shape relationship between exploitative innovation and financial performance. Second, this study finds that a firm's customer participation type moderates the effects of exploitative innovation on firms' financial performance in different ways: CPI is more beneficial for firms' financial performance when the firm has a higher proportion of exploitative innovation. However, CPC does not have significant relationship on financial performance in the exploitative innovation condition. Third, this study finds no significant relationship between explorative innovation and financial performance. The possible reason is that returns could be more variable and distant in time for the explorative innovation compared to exploitative innovation (He and Wong 2004). Specifically, the returns associated with exploration are more variable and distant in time, while the returns associated with exploitation are more certain and closer in time. Thus, explorative firms generate larger performance variation by experiencing substantial success as well as failure, while exploitative firms are likely to lead to more stable performance (He and Wong 2004).

Implications for Theory and Practice

This study contributes to existing literature in three ways. First, little research has examined the moderating effect of different types of customer participation on the relationship innovation and financial performance, as a possible moderator (Cui and Wu 2017). Second, this study investigated the different mechanisms of exploitative and explorative innovation while examining the moderating impact each customer participation types, CPI and CPC. Although exploration and exploitation may have different impacts on firm adaptation and performance as they require substantially different structures, processes, strategies, capabilities to pursue (He and Wong 2004), previous research has not examined the specific types of innovation. We have found that the impact of customer participation significantly influences exploitative innovation, whereas not on explorative innovation. Third, most previous research in the customer participation has used a subjective dependent variable based on survey (e.g. Candi et al. 2016; Chang and Taylor 2017; Cui and Wu 2017; Mahr et al. 2014) which are related to common method bias and self-response bias. However, current study used the objective financial performance measurement to fill the gap and to increase validity based on firm-level data.

For the managerial implications, first, when product managers make a decision as to whether their customer invite the NPD process or not, they would be better to invite them as information sources to get their idea and needs-related knowledge only if the new product is related with the exploitative innovation. However, it is not suggested to coordinate with customers as co-developers in the exploitative innovation. Second, when a firm's top manager makes a decision for new investment, the current proportion of sales for the exploitative innovation can be a good proxy of future financial performance. Therefore, little or higher proportion of innovation rate in terms of sales among total sales leads to better financial outcomes compared to moderate level of innovation. Third, managers should care about the specific characteristics of different innovation types when they decide to use customers' knowledge input in the NPD process.

We will discuss the limitations and future research directions from this research.

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Lay theories of friendship and their effects on persuasion knowledge activation across cultures

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Abstract:

This study establishes that when social media advertisements appear with disclosures (i.e., activate persuasion knowledge), featuring friend recommendations can result in diametrically opposite effects on advertising effectiveness in the U.S. and Korea. While friend recommendations reduce perceived credibility, brand attitude, and purchase intention for disclosed advertisements in the U.S., they increase advertising effectiveness in Korea. The findings shed light on important distinctions between how Western and Asian consumers evaluate friend recommendations and advertising disclosures on social media that were absent heretofore. Theoretical contributions and practical implications for social media advertising and digital consumer behavior are discuss

Key Words: Persuasion knowledge, Social media, advertisement, Activation, Culture

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Satisfaction and sharing option in collaborative consumption

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Abstract:

Collaborative consumption platform based on business-to-consumer and access-based services became common in business environment. Collaborative consumption platform enables consumers to access services or products, such as bicycles, cars, or motorized kickboards, with minimum level of transactional cost

This research aims to examine determinants of collaborative consumption platform focused on platform structure rather than sharing economy itself. Thus, the determinants such as community belonging, cost savings, environmental impact, internet capability, service quality, trend affinity, trust, utility are expected to affect intention to use collaborative consumption platform. These hypothesized relationships are driven from Möhlmann's framework on the determinants of choosing a sharing option.

This research examines the mediating effect of value in use on the relationship between determinants of collaborative consumption platform and intention to use.

Keywords: sharing economy, satisfaction determinants, community belong, cost savings, collaborative consumption.

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Channel selection intention in omni-channel environment

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Abstract:

Customers purchase products through various channels, and distributors struggle to figure out how and why consumer chooses a specific channel in order to attract more consumers. This study investigates whether shopping value mediates the effect of the selection of omnichannels on shopping benefits such as perceived usefulness, risk, and convenience, which are the channel selection factors of consumers. In addition, this research analyzes how the structural characteristics of omni channels and the perceived information characteristics affect consumers' shopping benefits.

The results of this study show how various channels create consumers benefits. As a result, it is suggested that an omni channel can be managed in terms of a marketing management perspective. Omni channels do not have to compete each other.

Keywords: omni-channel, multi-channel consumer intention, channel selection, marketing management, shopping value.

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Influencing factors of subscriber equity in global online entertainment industry

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Abstract:

Web series represent an emerging form of online entertainment contents with subscription videos on demand (SVOD) on the OTT (Over-the-Top) platform, which is developed and popular worldwide. This study discussed what motivations drive subscribers to watch TV series through the SVOD platform, and how the OTT platform maintains its paid member subscribers. To achieve the research objectives mentioned above, this study defined the consumer benefits delivered from the OTT platform, which are the characteristics of the contents on SVOD. Platform accessibility, social involvement, and psychological and gratification are defined as SVOD contents characteristics based on the Technology Acceptance Model (TAM) theory and Users and Gratification theory. Both subscribers' intrinsic and extrinsic needs are proved to influence the degree of subscriber engagement with the SVOD platform. Based on subscribers' needs and engagement, this study explored the drivers of subscriber equity in web series. The drivers of subscriber equity are developed based on work by Lemon et al. (2001). The value equity in this study is developed to the hedonic enjoyment and meaningfulness. The results of this study show that a higher degree of engagement leads to higher band equity, value equity, and relationship equity.

Keywords: SVOD, subscriber, web series, customer equity, Netflix

Acknowledgement: This work was supported by the National Research Foundation of Korea Grant funded by the Korean Government (MOE) (NRF-2017S1A2A2041810).

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Luxury brand experience in digital culture

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Abstract:

'Experience marketing' has become a hot topic as consumers tend to search for information on products or services on social media, acquire them through reviews or experiences, and buy products and share them on social media. Video contents of unboxing is also gaining popularity by allowing viewers to indirectly experience the product. Consumers are looking for unboxing and howl videos on YouTube, which is leading to a luxury brand experience. YouTube's unboxing video is attracting attention as a way to provide consumers with a brand experience in the digital culture era, but researches in this issue have not been well documented. Therefore, this study aims to derive the attributes of unboxing contents through YouTube videos related to luxury brand Howl. The study has academic significance in understanding the characteristics of the unboxing contents. The practical implications are: 1) The unboxing content effects have contributed to the digital culture marketing strategy, 2) This study measured the effects of luxury brand experience marketing through unboxing contents.

Keywords: Luxury brand experience, Digital culture, Unboxing, Houl, Youtube

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Wellbeing and fashion customization in luxury brands

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Abstract:

Well-being, which has emerged as a popular consumption trend, is seen as a common phenomenon among modern people who put mental satisfaction before material value. Wellbeing in fashion ultimately pursues the quality of life in terms of hedonic (happiness). cognitive (life satisfaction), and eudaimonic (subjective vitality) values. (Monica, 2019). Diener (1985) addressed the hedonic as subjective wellbeing and the eudaimonic concept is defined as objective wellbeing, in terms of self-actualization and personal growth (Delle Fave et al., 2011). These three key dimensions of wellbeing is used for examining how each variable is reflecting on the luxury brand customization. Customization services can protect the exclusiveness of luxury brands, which evolve in accordance with meeting all the attributes of fashion wellbeing. Thus, the purpose of this study is to discuss the effectiveness and feasibility of customization strategies by identifying whether customization services can bring wellbeing

Key Words: Wellbeing, Hedonic, Eudaimonic, Customization, Luxury Brand

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concept to consumers.

Understanding the role of augmented reality on consumer behaviors in the beauty industry

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Abstract:

Augmented reality (AR) not only reduces the shopping risk of consumers, but also enhances their decision-making comfort, which is win-win for both brands and consumers, especially in the beauty industry. However, there are not many researches in the application of AR technology on marketing practice in the fashion and beauty industries. Therefore, focus on mobile app with AR technology, this present study seeks to explore the impact of the mobile AR service technology on consumers' purchase behavior based on consumer characteristics. Based on SOR model, which is used to understand the relationship between augmented reality and consumer purchase behaviors, three results can be summarized: first, in the field of fashion and beauty makeup, comparing with the ability to control or modify virtual contents, the perception of vividness, reality and aesthetics is more important for consumers. Second, besides playfulness, AR technology also can cause exploratory behavior of consumers that will directly affect consumers' purchase intention. Finally, when using mobile AR technology, consumers with different level of individualism or fashion innovativeness have different perceptions on purchase intention.

Keywords: Augmented reality, Consumer purchase behaviors, SOR model, Individualism, Fashion innovativeness

Acknowledgment: This work was supported by Global Research Network program through the Ministry of Education of the Republic of Korea and the National Research Foundation of Korea (NRF-2017S1A2A2041810).

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Pricing add-on products: The effect of price differences among base and add-on products of mobile games on add-on product sales

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Abstract:

Prior pricing literature has focused on pricing multiple products offered simultaneously, with less attention to pricing add-on products whose prices are non-observable and offered sequentially in the electronic marketplace. This research examines how inter-price relationships among base and add-on products affect the sales of a new add-on product in the mobile gaming context. Based on theories of price fairness, product familiarity and pricequality relationship, a research model was drawn and tested on a sample of 6,766 weekly ob servations derived from 74 base games and 514 add-on virtual goods. Our empirical results show that the relative price of a new add-on product, when compared to the base game price, is negatively related to the add-on product sales, but positively related to its sales, when compared to prices of existing add-on products. Furthermore, the inter-price relationships among base and add-on gaming products are moderated by visual richness and game genre. This study provides the implications for IS research and practice.

Keywords: Pricing; Add-on product; Price fairness; Visual richness; Product genre

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ANZMAC 2019 Posters

Study of a subsistence marketplace: A system modeling approach

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Abstract:

Responding to call for research under the transformative consumer research (TCR) domain, the current study investigates the complexity of poverty, defined by the level of living and the factors affecting it, in the subsistence marketplace. We formulate the vignettes of social entropy theory (SET), a leading theory at the intersection of sociology and system dynamics, to uncover these factors. Interdependencies among the factors, i.e., level of living, resources, population, technology, organization, and information, explain poverty that is prevalent in subsistence marketplaces. We empirically validate some interdependencies by doing market-oriented ethnography of an Open-Air-Market (OAM) in Bengaluru, India. Our research finds the presence of mutual causation among factors that makes raising the market participants' level of living difficult. With these limitations, the study uncovers some implementable micro-level strategies for subsistence entrepreneur-consumers to raise their level of living. This research contributes to the recent efforts of defining consumption adequacy, continuous availability of goods and services for survival, as well as attainment of basic human dignity and selfdetermination, in marketing literature.

Keywords: Subsistence, informal economy, level of living.

Behaviour change maintenance: Proximal and distal antecedents

Leeford E. K. Ameyibor, WITS BUSINESS SCHOOL, South Africa

Abstract:

Social marketing has historically focused on behaviour change. However key to the return on investment (ROI) for social marketers is the sustainability of the acquired new behaviour. The extant literature however shows over concentration on behaviour change intentions research at the micro-level focusing on micro level predictive or explanatory factors. There have been calls by scholars and practitioners to advance the research beyond the micro level behaviour change intentions to include macro behaviour change maintenance factors, thus holistically addressing the sustainability question that justifies social marketing campaign budgets (Avenell, et al., 2004; Carpenter, et al., 2013; Dombrowski, Knittle, Avenell, Araújo-Soares, & Sniehotta, 2014).. People who initiate behaviour change from unhealthy beaviours such as smoking, drinking, compulsive gambling and opioid abuse have been found to relapse, hence not able to sustain the gains of behaviour change initiation brought about by social marketing interventions. In identifying themes and constructs that predicts behaviour change maintenance, databases such as Scopus, Pro-quest psychology and Psyc INFO were used to identify behaviour maintenance theories and models. The search identified a conceptual framework from Kwasnicka, et al., (2016) and used the their identified five (5) themes from different behaviour change maintenance theories such as regulatory fit theory by Higgins (2006). Self control theory by Baumeister (2002), habit theory (Verplanken, Walker, Davis, & Jurasek, 2003), Maintenance motives by Rothman (2000) and Lastly, the normalisation process theory by May and Finch (2009) to build two hypothesized frameworks. This conceptual paper therefore built on the work of Kwasnicka, et al., (2016) by proposing two testable conceptual framworks made up of both distal and proximal factors that predicts behaviour change maintenance.

Keywords: Behaviour, Change, Proximal, Distal, Maintenance

What are green beans saying in the supermarket?

Naiara Carrillo, The University of Queensland

Abstract:

Packaging communication is critical for marketing and sale of products; however, it is unclear what and how it communicates to consumers. This research uses a case study of the simple 'green beans' fresh produce to explore in a holistic way packaging (and product) communication in the situated context of supermarket shopping. By conducting semiotic analysis of packaging, along with observations and surveys, this research provides a conceptual framework for understanding discourse meanings of packaging, as well as a thick description of how packaging communicates to consumers. Findings include the main discourse meanings of green beans that consumers interact with, and how the meanings come to life through context and material features. Implications for theory include a conceptual model that describes packaging communication, a framework that incorporates material and spatial aspects of packaging, including the context of practice when exploring product discourse.

Community Driven Market Evolution: A Practice Theory Approach

Contreras, Javier Ignacio, Escuelade Negocios, Universidad Adolfo Ibáñez

Abstract:

Several authors have studied consumption communities and their practices but there is scarce research regarding how incipient communities form, how they evolve over time and their role in developing local markets. By studying the streetwear consumption community in Chile, this article shows how members of a community in an emerging economy are initially influenced by global trends and later locally develop practices that foster community growth and allow the local market to thrive. This research extends on previous research regarding Consumer Driven Market Emergence by unravelling the process of community formation and evolution, focusing on the community driven practices as catalysts that are central in driving an emerging, underdeveloped local market and a booming global industry. The study presents a model that maps how the evolution of the local community is the key driver for local market growth while also mapping specific community practices that help characterize the Chilean streetwear community.

Maximising pedagogical opportunities and essential marketing skills

S. Fanning, Edith Cowan University

Abstract:

This poster discusses a 3-year teaching strategy to maximise pedagogical opportunities by employing contemporary marketing technologies for in-class and on-line marketing students. The objective is to employ technologies rather than 'lecture' about the use of technologies. Free on-line academic quality content is provided through a custom mobile enhanced website. As would be expected, given the reduced adoption of marketing textbooks, the limitations of traditional textbooks, and the expectations of anywhere/anytime digital native students, uptake by students within this marketing unit is significant. Moreover, as free content is accessible to all students [and others], with access to the internet, significant traffic and subsequent data is generated outside the classroom. This delivery approach permits the tracking of mini-campaigns [e.g., social media], the collection of live consumer polls, and a paper-less mobile friendly class. Twice each year for two weeks - visitors are invited to have their say – suggestions are encouraged as this is consistent with the philosophy and practice of marketing. Recurring themes include how convenience and cost provide an enhanced learning experience and how ongoing access ensures that the content is applied after completion of the unit. In sum, in a sharing economy, where content is ubiquitous and free, the era of saying to a class "please open your textbooks on page 57" has passed. Like no other business discipline, marketing lends itself to maximising the pedagogical opportunities provided by technology and ensuring essential marketing skills.

Playing Our Way into a Greener Future

Andrea Lim, The University of Queensland, St Lucia, QLD, Australia Ann Wallin, The University of Queensland, St Lucia, QLD, Australia Alastair Tombs, The University of Queensland, St Lucia, QLD, Australia

Abstract:

Emissions caused by human activity have caused global temperatures to rise by 1-degree Celsius, and many countries have already begun to feel its impacts. Consumers are responsible for generating large volumes of emissions indirectly through their consumption behaviours. While over 50% of consumers today have indicated their willingness to pay more for green products, only 3% actually do, this phenomenon is known as the 'green gap'. Confusion and scepticism are two key barriers preventing consumers, who do care for the environment, from purchasing green products. This study proposes an innovative solution for bridging the 'green gap', gamification. The effectiveness of gamification in influencing behaviours is clearly demonstrated within education and healthcare but has yet to be studied in the context of green consumption behaviour (GCB). A quantitative experimental methodology was adopted to examine effectiveness of using gamification to influence behaviour of consumers towards choosing green fast-moving consumer goods (FMCGs) against its traditional non-green alternatives. A pre-test post-test control group design measured the perceptions and behaviours of participants before and after being exposed to a gamified shopping website and used incentive compatibility to reduce social desirability bias in responses. The experiment demonstrated the ability of gamification to influence great GCB in most consumers and the mediating relationship of confusion and scepticism on GCB. The study proposes substantive contributions to both theory and literature. This study is one of the first to study the effectiveness gamification in the context of GCB of FMCGs. It also proposes a solution that governments and businesses can implement to reduce our detrimental impact on the environment.

Drivers of tourist revisit intentions to NSW, Australia

Michael Lwin, Western Sydney University Jess Richards, Western Sydney University

Abstract:

In 2020 Australia tourism industry is estimated to be worth around \$140 billion (Tourism Australian, 2018). However, greater competition from other destinations, geographic location and a higher cost of travelling to Australia has discouraged many travellers. This research aims to understand which travel attributes and emotional experiences are vital in creating a positive satisfaction with visit and revisit intentions to Australia. The study adapted and adopted the methodologies from Hui, Wan and Ho (2007), Hosany and Gilbert (2010) and Crosby and Stephens (1987). The findings show commodities, accommodation and food, and culture travel attributes has the largest impact on satisfaction. Cheerful, ruggedness, and amazing emotional experiences has a significant impact on satisfaction. The study suggests images of New Year's Eve fireworks at Sydney Harbour bridge, dining under the stars at Uluru or snorkelling at the Great Barrier Reef are more likely to drive satisfaction and revisit intentions to Australia.

Keywords: travel attributes, emotional experiences, revisit intention

MICE event value measurement

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Aikaterini Makri, Bodo Schlegelmilch, Patrick Blaha, Institute for International Marketing Management, WU: Vienna University of Economics and Business

Abstract:

Relative to the size and growth of the MICE industry, studies looking at why millions of people attend events are limited. We pose several research questions: what value do participants extract from btob networking events and how do these predict event KPIs, such as satisfaction, loyalty and WOM? To answer these questions, we develop a new scale for measuring event value outcomes. Using 20 qualitative interviews with event participants, Study 1 explores what outcomes participants value and identifies scale items. Study 2 is based on a survey of 256 event goers and uses EFA and CFA to refine the final eight value dimensions, which includes new values, e.g. inspirational, unmeasured values, e.g. self-esteem and under-explored values, e.g. social vs relationship vs professional. These additional elements of non-economic value allow better estimates of the full value of MICE events. Study 3 employs the scale across a series of events to predict between 34-43% of event satisfaction, loyalty and WOM. Importantly, how much each value contributes to these three KPIs varies, with hedonic being the only consistent predictor. Since the scale was derived using a different methodology, namely the 'ideal' event, it is less likely to suffer from situational and event-specific factors and, hence, may be of more use to the MICE industry. The paper suggests how the new scale can be used in event design, evaluation and participant segmentation studies.

Scoping review of co-creation experience in learning services industries

Huijuan (Ava) Yu, University of New South Wales Professor Mark Uncles, University of New South Wales Dr. Veronica Zixi Jiang University of New South Wales

Abstract:

Contemporary digital technologies are causing fundamental shifts in the dynamics of business, not least in the ways people interact, communicate and collaborate. The concept of co-creation symbolizes this wind of change and invites companies to recognise the importance of customer interactions. Co-creation has been widely studied in services industries, yet the concept of co- creation experience has gained little attention despite being the value embodiment and the shadow of co-creation.

To guide future research of co-creation experience, scoping review seems to be the appropriate approach. This paper will conduct a scoping review of co-creation experience in learning services industries. Considering the intimate relationship between co-creation and co-creation experience, we will include the literature streams of both concepts in the review. The aim is to develop a dynamic framework identifying antecedents, consequences and the moderating effects in the ecosystem of co-creation experience. From the framework, we will identify research gaps or priorities, generate propositions and an agenda to shape future research. The results may also assist managers in services industries to gain a better understanding of co- creation experience and guide their practices in leveraging co-creation experience for better outcomes, while containing any negatives.

Development of a multi-dimensional customer value scale

Fumisa Takahashi, Nagasaki University Carolus L. C. Praet, Otaru University of Commerce

Abstract:

Previous research suggests that perceived customer value can be divided into utilitarian and hedonic aspects. In this research we develop a more comprehensive six-dimensional customer value scale and verify its dimensions in the context of apparel retailing. We conducted three incremental studies of offline (Studies 1 and 2) and online (Study 3) apparel customers. We used exploratory and confirmatory factor analyses to refine scale items and test the scale's structure, and SEM to assess the scale's reliability and discriminant validity. Our research makes the following theoretical contributions: (1) we make a distinction between aesthetic and entertainment aspects of hedonic value; (2) we suggest that the epistemic sub-value may be extended by aspects of learning; (3) we uncover a convenience aspect of utilitarian value. Managers of online and offline apparel stores can use our customer value measurement tool to monitor and manage the customer experience.

The role of network openness on research performance

Nibing ZHU, Department of Marketing, City University of Hong Kong Chang LIU, CUHK Business School, The Chinese University of Hong Kong Zhilin (Forrest) YANG, Department of Marketing, City University of Hong Kong

Abstract:

This paper adopts a network perspective to examine the impact of network openness on individual scholar's academic performance in terms of research productivity and research impact. By collecting and analysing a sample of scholars who have published in marketing journals, this paper intends to prove that openness size and diversity are linearly and quadratically related to both productivity and impact of scholars' research. Moreover, from different dimensions of network (individual network, network structure and macro factors), this study seeks to extend the network to the secondary degree and integrate a distance perspective to better understand the role of network openness on the research performance. This paper will contribute to literature concerning the network openness in the multiple levels of network from different perspective, and provide implications for scholars to build their own research network.

