PROCEEDINGS OF THE ANNUAL MEETING OF THE ASSOCIATION OF COLLEGIATE MARKETING EDUCATORS

47th Annual Meeting
San Antonio, Texas
March 11-13, 2020

Lilly Ye   **Mel F. Zuberi**
Frostburg State University   **Hood College**
Proceedings Editor   **Program Chair**

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CEOs' Level of Confidence, Marketing Outcomes, and Role of Marketing Power
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2020 ACME AxcessCapon Teaching Innovation Award

Enhancing Student Learning: An Innovative Teaching Approach Tailored to Gen Z and Millennials
Aidin Namin, Loyola Marymount University, Los Angeles, California

EDITORIAL PREFACE

This year, we are featuring ten abstracts, extended abstracts, and papers from researchers around the world, and we are pleased to see diversity in both research topics and authorship.

Thank you to everyone who participated in, helped with, and arranged the 2020 Association of Collegiate Marketing Educators Proceedings. Thanks especially for your patience when we started to face the uncertainty of a global pandemic; your kind support made this publication possible and meaningful.

Thank you to all authors for sharing your work with ACME and for your timely submissions and adherence to our Proceedings standards. We also want to acknowledge all Track Chairs for your masterful handling of the review process within tight deadlines and reviewers for your expert critiques.

Last, but not least, thank you to ACME President, Renée Gravois, and ACME Program Chair, Mel Zuberi, in helping me with finalizing these Proceedings, especially during the final stages of the process.

Lilly Ye, Frostburg State University
Frostburg, Maryland
2020 ACME Proceedings Editor

MESSAGE FROM THE PRESIDENT

Dear ACME Colleagues:

Welcome to San Antonio and the 2020 ACME Conference! I am looking forward to our time together. I know you will enjoy the interesting presentations, engaging discussions, and warm collegiality that are hallmarks of our association.

Many thanks and congratulations to Mel F. Zuberi, Program Chair, for his outstanding work developing the program and creating a top-notch conference experience for all of us. Thanks, too, to our dedicated team of ACME officers, track chairs, and reviewers for your valuable contributions to the conference planning.

With the emerging situation of COVID-19, not all of our authors are able to attend this year's conference and we have extended the option to present remotely to all authors. Thank you to both in-person and remote presenters and thank you to all of our ACME members for your patience and flexibility as we work together during these uncertain times.

Congratulations to the many award winners we will recognize during this 2020 conference. I would like to especially recognize these ACME members for their outstanding accomplishments:
    Vaidas Lukosius, FBD Outstanding Educator Award,
    Prachi Gala and Saim Kashmiri, FBD Distinguished Paper Award,
    Adam J. Mills, Lou E. Pelton Emerging Scholar Award, and
    Aidin Namin, Haithem Zourrig, Weixing Ford, Amy Lewis, and Josephine Sosa-Fey,
        ACME AxcessCapon Teaching Innovation Competition Finalists.
Thank you for serving as role models for outstanding teaching, research, and service to ACME and our profession.

Thank you to AxcessCapon for multi-year sponsorship of the ACME AxcessCapon Teaching Innovation Competition and to Paul Capon and Alyssa Matlovsky for your ongoing support.

We also extend our deep appreciation to Lou E. Pelton, Past President of ACME and FBD, for sponsoring the Lou E. Pelton Emerging Scholar Award. We are grateful for your support and recognition of early career marketing faculty and for being a constant friend, leader, mentor, and advocate for ACME through the years.

One advantage of having the honor to serve as ACME President for two years (2016-2017 and 2019-2020) has been the opportunity to work with so many terrific colleagues and friends. To my present and past ACME officer colleagues — Irfan Ahmed, Mel Zuberi, Türkan Dursun-Kilic, Priyanka Khandelwal, Sanjay Mehta, Stacey Bolin, Lilly Ye, Silvia Martin, Grant Aguirre, Kishwar Joonas, Vivek Natarajan, Pat Fountain, Prashant Srivastava, Nacef Mouri, Sharon Thach, and Vaidas Lukosius — it has been my great pleasure to work together with each of you on the officer track over the years. Thank you for all of your hard work, kindness, support, and collegiality. I also extend my warm thanks to the many ACME Past Presidents who have offered guidance and mentorship to me over the years, including those Past Presidents listed above and Lou E. Pelton, Ashish Chandra, Nancy Albers, Kimball Marshall, and Maxwell Hsu.

Whether you are a first-time or multi-year attendee, I hope you enjoy the conference and gain as much from your ACME participation as I have. The colleagues, friendships, and conference experiences I have gained through ACME over the years have greatly enriched my life.

I encourage all of you to get involved, whether as a volunteer, reviewer, track chair, officer, or as an ambassador to help us recruit new ACME members. Please reach out to one of the officers and let us know how you would like to be involved.

Thank you once again for the opportunity to serve as President of ACME. It has been an honor and privilege to serve our organization and to work with so many dedicated and hard-working colleagues.

Enjoy the conference and I look forward to seeing all of you next year in Galveston!

My best regards,
Renée

Renée Gravois, Ph.D.
ACME President, 2019-2020
Sam Houston State University
Huntsville, Texas

MESSAGE FROM THE PROGRAM CHAIR

Dear Members:

Welcome to the forty-seventh annual Association of Collegiate Marketing Educators Conference being held in beautiful San Antonio, Texas. I am so glad for all those who could make it to ACME 2020 despite the limitations posed by the COVID-19 pandemic. I am proud that we at ACME took the timely initiative to offer every author the opportunity to present their work either in person or online. So, for this conference, we will enjoy a mix of in-person and remote presentations. I personally thank you all for your flexibility in these challenging times. ACME is known for camaraderie and collegiality and we are determined to have a great time despite the extraordinary situation. We are known to meet as family and form lifelong bonds.

We have a great program lined up for you – this year we have 20 different submission tracks and several new volunteers serving as Track Chairs. Debra Zahay, Wes Pollitte, and Holly Syrdal have kindly agreed to conduct a two-part workshop on *Best Practices in Teaching Digital Marketing*. In addition, enjoy the wide range of research and teaching presentations from faculty and students, special sessions, poster presentations in conjunction with FBD, and the ACME AxcessCapon Teaching Innovation Competition. I am confident that ACME 2020 is going to be a great conference and we appreciate you.

Thanks a million to those who served as officers for ACME 2020 and supported me every step of the way: Renée Gravois as President, Türkan Dursun-Kilic as Vice President of Membership and Associate Program Chair, Priyanka Khandelwal as Secretary, Sanjay Mehta as Treasurer, Stacey Bolin as Webmaster, and Irfan Ahmed as Immediate Past President and Chair of the ACME Board of Directors. My heartfelt thanks to the ACME 2020 Track Chairs without whose efforts there would be no conference.

Congratulations to this year's award winners whom we will recognize at the ACME Annual Business Meeting and Awards Ceremony on the last day of the conference: Vaidas Lukosius – FBD *Outstanding Educator Award*; Prachi Gala and Saim Kashmiri – FBD *Distinguished Paper Award*; Adam Mills – *Lou E. Pelton Emerging Scholar Award*; Aidin Namin, Haithem Zourrig, Weixing Ford, Amy Lewis, and Josephine Sosa-Fey – Finalists of the *ACME AxcessCapon Teaching Innovation Competition Award*. I would like to thank Dr. Lou E. Pelton and members of AxcessCapon/Wessex Press for their sponsorship of the awards named after them.

Thank you again for sharing your work at ACME. It is your contributions by way of submissions, presence, critique, and suggestions that keep our conference dynamic. Of equal importance is your service as volunteer track chairs, session chairs, and office bearers. Your involvement in our conference in these various roles helps us keep the flame of bonhomie at ACME alive. We know these are unprecedented times, and truly appreciate your continued support, membership, and engagement with ACME.

We hope that you will keep returning to the conference and serving as ambassadors of ACME and continue to promote the conference because, after all, as we all know, word of mouth is the best promotion. We look forward to your continued participation and involvement.

If you'd like to volunteer for next year's conference, please reach out to Türkan Dursun-Kilic, the Program Chair for ACME 2021. See you again in Galveston in 2021. Thank you!

With warmest regards,
Mel

Mel F. Zuberi, Ph.D.
ACME Program Chair, 2019-2020
Hood College
Frederick, Maryland

2019-2020 ACME TRACK CHAIRS

Advertising and Integrated Marketing Communications
Laura Lott Valenti, Nicholls State University, Thibodaux, Louisiana

Branding and Brand Management
Scott D. Roberts, University of the Incarnate Word, San Antonio, Texas

Consumer Behavior and Psychology
Weixing M. Ford, Texas A&M University - San Antonio, Texas
Haifeng Qi, East China University Science and Technology, Shanghai, China

Ethics, Legal, and Public Policy Issues
Julie Haworth, University of Texas at Dallas, Texas
Kriti Chauhan, University of Louisiana at Monroe, Louisiana

Ethnic and Multicultural Marketing
Daniel Rajaratnam, University of Texas at Dallas, Texas

Fashion Merchandising
Sua Jeon, Texas Wesleyan University, Fort Worth, Texas

Health Care and Pharmaceutial Marketing
Lilly Ye, Frostburg State University, Frostburg, Maryland
Mousumi Bose-Godbole, Fairfield University, Fairfield, Connecticut

International Marketing and Global Trade
Lili Gai, University of Texas at Permian Basin, Odessa, Texas
Narasimha Murthy, Welingkar Institute of Management, Bangalore, India

Logistics and Supply Chain Management
Madhav Pappu, Texas A&M University, College Station, Texas

Macromarketing and Political Marketing
Arne Baruca, Texas A&M University at San Antonio, Texas

Marketing Education and Experiential and Service Learning
Adam J. Mills, Loyola University, New Orleans, Louisiana

Marketing Metrics, Data Analytics, and Methodology
Pushkala Raman, Texas Woman's University, Denton, Texas

Marketing Strategy and Innovation
C. Shane Hunt, Arkansas State University, Jonesboro, Arkansas

Music, Fine Arts, and Entertainment Marketing
Roberto Saldivar, University of Incarnate Word, San Antonio, Texas

Professional Selling and Sales Management
Atul Parvatiyar, Texas Tech University, Lubbock, Texas

Retailing and Electronic Commerce
Yi-Chia "Shair" Wu, Tarleton State University, Stephenville, Texas

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Rajasree K., Rajamma, Fairfield University, Fairfield, Connecticut
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Student Research
Nancy Albers, Louisiana State University-Shreveport, Louisiana
Caitlyn Albers, Louisiana State University-Shreveport, Louisiana

Tourism and Hospitality Marketing
Prachi Gala, Elon University, Elon, North Carolina

2019-2020 ACME Reviewers

ACME thanks each of the following colleagues for your valuable service in reviewing submissions for our 2020 ACME Conference!

Irfan Ahmed, Sam Houston State University, Huntsville, Texas
Esmeralda De Los Santos, University of the Incarnate Word, San Antonio, Texas
Türkan Dursun-Kilic, West Texas A&M University, Canyon, Texas
Weixing M. Ford, Texas A&M University - San Antonio, Texas
Daniel Gordy, Northwestern State University of Louisiana, Natchitoches, Louisiana
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C. Shane Hunt, Arkansas State University, Jonesboro, Arkansas
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Kristen Lawson, University of Texas at Dallas, Texas
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Atefeh Yazdanparast, University of Evansville, Evansville, Indiana
Debra Zahay-Blatz, St. Edwards University, Austin, Texas
Mel F. Zuberi, Hood College, Frederick, Maryland

2020 BEST OF TRACK PAPER AWARD WINNERS

Branding and Brand Management Track

Emerging Nexus Between Self-Brand and Place Branding: City Attributes that Contribute to Strong Self-Brand Connections
Matthew Vollrath, Ohio Wesleyan University, Delaware, Ohio
Ector Diaz, Fort Hays State University, Hays, Kansas
Braden Scott, Fort Hays State University, Hays, Kansas
Mallory Milstead, Fort Hays State University, Hays, Kansas
Bryanna Kohler, Fort Hays State University, Hays, Kansas
Robert Lloyd, Fort Hays State University, Hays, Kansas

Ethics, Legal, and Public Policy Issues Track

Educational Outreach on Public Wetlands: Examining the Effectiveness of an Environmental Educational Program
Julie Haworth, University of Texas at Dallas, Texas
John McCaskill, University of Texas at Dallas, Texas
James Harrington, University of Texas at Dallas, Texas

Student Track

The Effect of Augmented Reality on Brand Experience
Raquel Nader, Universidad de Monterrey, México
Mayela Pineda, Universidad de Monterrey, México
Mayra Quiroga, Universidad de Monterrey, México
Miriam Flores, Universidad de Monterrey, México

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ENHANCING STUDENT LEARNING: AN INNOVATIVE TEACHING APPROACH TAILORED TO GEN Z AND MILLENNIALS

Aidin Namin, Loyola Marymount University

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ABSTRACT

This study entails planning and implementation of learning outcome assessment for an innovative teaching method: development of a marketing plan in form of videos for a marketing course required for all business majors. Recent literature provides evidence showing significant changes in Generation Z (Gen Z) and millennials' preferred teaching and learning process compared with previous generations. It indicates that, by far, Gen Z and millennials are the most tech-savvy groups of students in U.S. colleges, underscoring the importance of using moving images and sound in enhancing students' learning process, and the students' preference in learning through videos.

Yet, learning outcomes based on teaching methods incorporating video deliverables in business courses are to be assessed. Specifically, assessing the oral communication learning outcome through this innovative teaching method gains extra importance as oral and presentation skills are essential for business students, regardless of their major. To that end, we assess the oral communication learning outcome using the video projects as the main deliverables. Results are then analyzed and tabulated, confirming the positive impact of this innovative teaching method on the learning process of these new generations of students.

POLITICAL MARKETING COMMUNICATION: A COMPARISON AND CONTRAST OF FDR'S FIRESIDE CHATS AND TRUMP'S TWEETS

Charlotte Allen, Stephen F. Austin State University

ABSTRACT

This paper contains both a comparison and contrast on the use of nontraditional media channels by a US president in order to communicate directly to the American population. Presidents Franklin Delano Roosevelt and Donald J. Trump have utilized the technology available in their respective time periods for the process of political disintermediation, side stepping the traditional news media to communicate directly with the American population.

INTRODUCTION

The State of the Union address is an annual message delivered by the sitting President of the United States to a joint session of Congress, which fulfills the requirement from Article II of the US Constitution. In 1913, President Woodrow Wilson became one of the first US Presidents to personally give an oral address to the Congress; previous Presidents before Wilson had normally submitted a written address to the Congress, beginning with George Washington. (insert cite) In 1965, President Lyndon B. Johnson became the first President to have his address televised to the American population (House.gov, 2019). All of the US presidents after Johnson have kept to that practice with a live address to Congress and the people of the United States along with anyone who wished to watch the address. Technological advancements have allowed for interested parties to record the address to watch later and to also watch live via the Internet instead of via a major television channel (e.g. ABC, NBC, CBS, FOX and other national and international channels). While the State of the Union is certainly a direct address to the American population by the sitting President, it is in concert with the traditional news media. In the age of radio, President Franklin Delano Roosevelt was well known for many communication and political initiatives; however, his Fireside Chats were a direct address to the American population that bypassed the traditional media of the time. Currently, President Donald J. Trump is utilizing Twitter in the same manner-bypassing the traditional media of this current time period to communicate directly with not just the American, but international, population. This paper will analyze both the similarities and dissimilarities between the two presidents in this form of political communication.

COMPARISON

There are multiple similarities in the political marketing communication process when the situations of both Fireside Chats and Twitter are compared. First, the term disintermediation has become commonplace in the area of Internet commerce and supply chain as many firms became household names due to the practice of removing members of the supply chain and marketing directly to their target markets. This idea of "political disintermediation" is applicable in both cases. President Franklin Roosevelt gave his first Fireside Chat on March 12, 1933 just days after his inauguration at a time where the Great Depression was in full force- this was one of nearly thirty Fireside Chats that Roosevelt gave while in office- using the Fireside Chats to communicate directly to the American population through radio. With nearly ninety percent of American households owning a radio at that time, it is estimated that up to fifty to sixty million people tuned in to hear the different Fireside Chats that were broadcasted (History.com, 2009). FDR utilized the Fireside Chats to communicate about current events that directly influenced the population, to criticize journalists, and to present himself more personally to citizens. While President Obama was the first US President with a Twitter account, it would be then candidate (@realDonaldTrump) and later President Donald J. Trump (@POTUS) who would elevate the use of the social media platform into nearly an art form to communicate his message, lambast critics and news media, and communicate directly to those who followed his Twitter account (Manchester, 2018).

Another similarity between Roosevelt and Trump would be the adversarial relationship each had with the respective news media of their time periods. Roosevelt frequently complained about how the press was "poisonous" and historical research backs up Roosevelt's claim that most of the writers of editorials and news columns were opposed to his administration (Beito, 2017). Roosevelt found a freedom in the radio addresses since they could not be edited for content by news organizations just as Twitter is not able to directly edit the tweets put out by candidate and then President Trump. It is difficult to not spend any time on Twitter and not come across hashtags and phrases, such as #FakeNews or Clinton News Network or Corrupt News Media or Dishonest Press, usually emanating from Trump's tweeting. There are also the many nicknames, mostly unflattering, that Trump has bestowed on various political and news personas (@POTUS). The communication from Trump on Twitter to his followers is almost instantaneous and gives followers of the account near real-time information about what Trump's opinion is on current events and political proposals. Both presidents benefitted in this situation by not going through multiple layers of gatekeepers from the news organizations of their respective eras.

CONTRAST

However, there are certainly areas where there are dissimilarities between the marketing communications tactics between Fireside Chats and Tweets. The first major contrast would be the lack of media fragmentation in Roosevelt's era versus today. The news organizations in the Roosevelt era consisted mostly of radio and newspaper companies while today the depth and breadth of news organization has blossomed into a twenty-four hour news cycle, including not only radio and newspapers, but also social media, broadcast and cable television, podcasts and other online platforms. In addition, it would be very easy, but time consuming, to scroll through all of Trump's tweets to know what has been said not just today, but in the past. The tweets of President Trump will also be archived as per The White House policy, so future historians and researchers will be able to access and conduct research. There was not that immediate availability of Fireside Chats for a

newspaper reporter or an American listener to access in case they missed listening to the Fireside Chat. Most of the Fireside Chats actually went through many drafts before President Roosevelt read the script to the American public- they were not off-the-cuff talks about whatever was on the president's mind. The chats were carefully crafted to appeal to most voters and use language that a majority of the population would understand. Given the content of many of the Tweets by Trump, it does not seem that many tweets were actually drafted and proofed before the Tweet is published, although it is well-known that not all of the Tweets are actually written by Trump himself. In fact, there is a Twitter account whose sole purpose is to estimate the likelihood that the Tweet was written by Trump or not (@TrumpOrNotBot), which has around 5200 followers. The @POTUS account has around 65 million followers, although as with most Twitter accounts, there will be a number of followers that are 'bots or fake followers.

Furthermore, there are other dissimilarities in the audience between Fireside Chats versus Twitter Tweets. President Roosevelt was certainly marketing to the American population with little overlap to any international market; however, President Trump's tweets are open to anyone to see no matter what the geographical area that they are residing in. There are no geofencing restrictions on Twitter, barring the normal blocks on the social media platform itself by certain countries. Scheduling differences are also present. Given the inability of technology at the time to record a radio broadcast at home, people needed to know when the Fireside Chats would be held in order to be able to listen to them. Trump tweets when Trump tweets and there is really no schedule as to when that it going to happen, although the tweets are most likely to happen along with scheduled events or breaking news.

CONCLUSION

Going around the filter of the press has been a goal of many politicians, not just American presidents. While many politicians have utilized the technology available in their eras, both President Franklin Roosevelt and President Donald Trump have raised the bar so to say in harnessing the power of radio and social media respectively to communicate effectively and directly with average citizens sans the normal media filters.

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Beito, D. (2017) Roosevelt's war against the press: FDR had his own Breitbart, and radio was his twitter. *Reason*, p. 54+. *Opposing Viewpoints in Context*, http://link.galegroup.com/apps/doc/A489256211/OVIC?u=txshracd2557&sid=OVIC&xid=112a1ff b. Accessed 25 June 2019.

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@POTUS (2019) https://twitter.com/POTUS

@realDonaldTrump (2019) https://twitter.com/realDonaldTrump
TrumpOrNotBot (2019) https://twitter.com/TrumpOrNotBot

STUDENTS AS CONSULTANTS IN HIGH IMPACT EXPERIENTIAL LEARNING

Weixing Ford, Texas A & M University – San Antonio
Amy Lewis, Texas A & M University – San Antonio
Josephine Sosa-Fey, Texas A & M University – San Antonio

ABSTRACT

Experiential learning has been shown to help students develop new skill sets that cannot be learned in a traditional lecture setting: it makes the students engage in high impact practices to obtain deep learning and practical competence, which ultimately enhances students' employability and build their confidence in transferrable skills much needed in the work place.
However, the adoption of experiential learning can be very challenging for the instructor because it requires considerable amount of effort and time from the instructor to engage in the dialectical modes of the learning components, and imposes higher risk for learning outcomes compared to the traditional lecture teaching styles because of "ambiguity" and "uncertainty" due to the nature of the tasks for experiential learning. Therefore, pedagogical innovations have been called for in order to implement high impact experiential learning.

To achieve high impact experiential learning, we had experimented with teaching innovations where students were engaged in supervised consulting project working towards the goals of 1) having the students solve real world business problem as a consultant, 2) partnering students with real business partners, and 3) trying to get the student a resume worthy real business experience. Our innovations centered on a unique supervised student business consulting model. These innovations span across major aspects of pedagogy, from course structure to assignment redesign, from curriculum reform to organizational support, from lecture content to mentoring involvement, etc.

Overall, these innovations helped us achieve great success with the experiential learning projects. Our students became more confident with their capabilities of applying their business education to solving real business problems. They felt more prepared to enter the workforce. Some of the students reported that they landed on a dream job because of their success with the experiential learning project. The students gained a broad range of work skills such as interpersonal communication, networking, conflict resolutions, project management, and professionalism, etc., through the team work and the interactions with the instructor and business partners. They also reported that the experiential learning project helped them improve critical thinking, deep learning, and integrate training from a broad spectrum of business classes into real world problem solving.

On average, the business partners evaluated 75% to 95% (depending on the class and the project) of the students as meeting or exceeding the expectations to be hired by their business or organization based on their performance in the consulting project. Our business partners received great values from our students' work on solving the business problems, in terms of the usefulness and creativity of their proposed ideas and solutions. The success from these innovations also helped the department and college adapt its curriculum more up to date with the demand in business education where traditional higher education system had been criticized for being "ill-equipped" for

contemporary challenges with its "inert knowledge problem", a situation in which students possess a large amount of knowledge but are unable to apply that knowledge to real world problems.

CEOS' LEVEL OF CONFIDENCE, MARKETING OUTCOMES, AND ROLE OF MARKETING POWER

Prachi Gala, Elon University
Saim Kashmiri, University of Mississippi

EXTENDED ABSTRACT

Myopic marketing management is a raising concern in the corporate sector these days. It relates to "an overemphasis on the current term financial performance and the use of marketing tools to inflate current profitability measures" (Mizik and Jacobson 2007, p. 361). Researchers have raised the concern of how managers end up thinking on a short-term basis as the pressure and expectations of meeting quarterly earnings is increasing (Aaker 1991; Lehman 2004; Mizik and Jacobson 2007). Thus, major marketing activities like advertising and research and development (R&D) suffer from funding, since they are considered expenditures in the short term (Erickson and Jacobson 1992). What the managers fail to understand is that they are payoffs in the long term.

The marketing community is trying hard to eradicate this problem of marketing myopic management. Yet, it prevails without any effective solution to it. Verhoef and Leeflang (2009) had success in finding certain reasons behind the declining role of marketing - including less attention given to marketing in the boardroom, role of other C-suite officers considered more important than Chief Marketing Officer (CMO) as well as the capabilities of marketing department in that firm. When looked at closely, all these reasons connect to one single source, the top management team (TMT) and the leadership. Since the Chief Executive Officer (CEO) is known to lead this team and is also well known for CEO-TMT interface (Ling et al. 2008), he/she becomes the limelight of the whole debate. Thus, the CEO, being the highest ranked executive in the firm, is responsible for managing corporate decisions, overall operations as well as acting as a bridge between the management team and the board of directors. Thus, studying the characteristics and traits of the CEO, which have been proved to be the antecedents of his/her behavior and strategic decisions (Hambrick and Mason 1984), becomes crucial to study.

One of the traits which is related to myopic marketing management is the confidence of CEOs. To improve on the myopic decision making, the CEO has to exhibit confidence in his/her predictions that the short-term expenditures will have long term returns (David, Graham and Harvey 2007). If they are not confident, they tend to work their way out by doing short term investments (versus long term). To avoid this scenario, the need for hiring confident CEOs increases. This article focuses on how CEOs with high level of confidence succeed in overcoming the problem of myopic marketing management by investing more in advertising, R&D as well as Corporate Social Responsibility (CSR). Along with that, the article also tries to find a solution on how to encourage under confident CEOs to overcome the problem of myopic management by changing the composition of the TMT.

Based on upper echelon theory (Hambrick and Mason 1984), the CEO is the highest ranked executive and becomes an important criterion to research on, essentially for predicting the firms'

outcomes. According to them, this theory is based on two critical elements "(1) executives act on the basis of their personalized interpretations of the strategic situations they face, and (2) this personalized construal's are a function of the executives' experiences, values, and personalities" (Hambrick and Mason 1984). In other words, top executives view the situations of the firm through their "own highly personalized lenses" (Hambrick 2014). Ample research was done on various demographics of the CEOs and their consequent impact on various types of firm behavior including age, education, experience and gender and how these would affect the outcomes of the firm. Controversially, these demographic variables proved to be only a proxy for the real psychological attributes of the CEO behavior (Carpenter et al. 2004). Lawrence (1997) realized this gap and addressed these attributes as the black box. Thus, studying psychological traits of theCEO is like studying the black box which provide more robust proof on why CEOs behave the way they behave (Hiller and Hambrick 2005). Areas of management and finance have studied theimpact of various CEO personalities like narcissism (Chatterjee and Hambrick 2007); core self- evaluation (Simsek et al. 2010); regulatory focus (Kashmiri, et al., 2019) and his charismatic personality (Waldman and Yammarino 1999). One of the well-known and important psychologicaltrait we are studying here is the level of confidence of the CEO.

Prior research has repeatedly indicated the two attributes of highly confident individuals: Over-optimism and Miscalibration (Hribar and Yang 2016). Firstly, individuals who are impractically overoptimistic, specifically about uncertain outcomes are known to demonstrate the trait of over optimism. They have the propensity to overstate their ability— i.e., to see themselvesas above average in their abilities and skills. Over-optimism in business settings also springs fromthe manner in which business plans are developed. Most business plans start with a proposal. By their very nature, proposals accentuate the positive. However, starting with a proposal that is thought of positively, the overconfident individuals assume that the whole plan will also fall in place and the outcomes will always be positive (Fulton and Larson 2009). According to the psychology literature individuals are more confident about outcomes that they believe are under their control (Weinstein 1980). "Similar patterns of overconfidence are formed in predictions about future outcomes. Predictions are most likely to be overconfident when the target outcome is rare, when the evidence available is only weakly diagnostic, and/or when predictions are made with high confidence" (Vallone et al. 1990). Thus, a manager's level of confidence seems to initiate byoverestimating the proposal of project itself, followed by his/her belief of their ability to achieve positive outcomes (overoptimistically).

Secondly, individuals who are known to underestimate uncertainty while predicting uncertain events display the trait of miscalibration. Miscalibration is a standard measure of high confidence in both psychology and economics (David et al. 2007). "Miscalibration is therefore akin to an underestimation of the variance, leading to subjective probability distributions with respect to uncertain events that are set too narrowly" (Hribar and Yang 2016). Thus, we see that ahighly confident CEO will underestimate the uncertainty of the returns of investments put in the proposal. All in all, it is expected that CEO who carry the trait of high confidence, based on priorresearch, demonstrate over optimism in their ability and outcomes and show miscalibration by underestimating the uncertainty uncertain outcomes tend to display.

To reach the sample, we started with a list of S&P 500 firms. Because the S&P 500 is comprised of publicly traded firms, the use of this sample allows for the collection of additional

variables (i.e., measures of organizational size and firm performance) through a secondary source "without the threat of introducing common method variance." (Short et al. 2010). The years 2011 – 2015 are selected since they are the most recent years, on which data is available. These 500 firms were then filtered based on the following criteria: The CEO of the firm was (1) appointed before 2010, and (2) remains the CEO for across the range of observation years (2011-2015) i.e. at least till the start of 2016 (following Kashmiri and Mahajan 2015). These filters are applied so as to make sure that any strategic change in the firm has been applied by the same CEO and not because of the change in CEO. The total sample ended up to be 485 firm year observations acrosstwo years 2014 and 2015.

As expected, the higher the level of confidence the more the firm is likely to invest in advertising expenditures ($\beta = 1.83$, $p < 0.001$), thus supporting H1. Although the study expected the positive impact of level of confidence on R&D intensity, we could not find support for it ($\beta = -0.75$, ns). Thus, no support was found for H2. For H3, wherein level of confidence was expectedto be positively related to CSR, we found significant findings, but in the opposite direction ($\beta = -0.71$, $p < 0.001$). One of the reasons behind this negative impact may be due to the fact that whenCEO is highly confident, CEO feels that the firm has the reputation and the brand in the eyes of shareholders, and need not do more investments like CSR to get it to positive note. Thus, H3 wasnot supported. We did not find support for H4 which mentions that high confidence can be a reasonfor product harm crisis faced by the firm ($\beta = 0.35$, ns). Table 4 also demonstrates the impact of high marketing power and its interaction with CEO confidence on various outcomes. As expected,marketing power had a positive significant impact on advertising intensity in the firm ($\beta = 0.14$, $p<0.1$). Similarly, the marketing power significantly weakened the relationship between CEO levelof confidence and advertising ($\beta = -0.10$, $p<0.1$), thus, supporting, H5a. We could not find supportfor H5b, H5c and H5d ($p = ns$). This may be due to the fact that although marketing does have a say in the advertising investment, R&D expenditures decision making is based on multiple departments along with marketing. Similarly, CSR investments are done based on the interest of stakeholders, and thus, marketing would not have much of participation in that decision as well. Along with that, product harm crises being a reaction to the past action, cannot be controlled just by the marketing department. This may be a possible reason for insignificant results.

The article tries to address the following question - Do CEOs' personality traits like Levelof Confidence shape their firms' intangible investment decisions – advertising, R&D and social strengths and weaknesses and hence reduces marketing myopic management? The results on a sample of U.S. publicly listed firms reveal that firms with confident CEOs, on average, outperform those with under confident CEOs on a key forward looking metric - hubris, however the great investments of such firms tend to come with an important cost — product harm crisis. These differences in strategic and marketing decisions seem to be driven by highly confident CEOs' higher risk-taking personality which is biased towards gains and accomplishments compared to under confident CEOs' vigilant focus for duty and responsibility as well as short term profits. The differential market performance of firms, specifically in advertising with confident CEOs is moderated by the marketing power in the firm. In the situation of higher marketing power in the firm, the relationship between the CEO confidence and his investment decisions in advertising seem to weaken. All in all, this article tries to resolve the problem of myopic marketing management among under confident CEOs with high marketing power.

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MARKETERS AS APPROPRIATE MARITAL PARTNERS: FUTURE PROSPECTS AND HISTORICAL PERSPECTIVES

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EXTENDED ABSTRACT

Back in olden days, Richard Farmer (1967, 1977, 1987) took a look at the marital suitability of marketers. In so doing, he planted seeds of doubt as to the value and viability of our profession. As the seasons changed, however, so did Farmer's perspective on the yield from our field. In the end, it seemed that he felt the harvest gleaned from marketing outweighed the stench of all the fertilizer that was spread over the course of marketing's growth.

In 1967, Richard Farmer posed a question that was probably on everyone's mind (altered or unaltered as those minds might have been during the late 60s): would you want your daughter to marry a marketing man? He tackled this blissful subject as many a would-be father would have back in the day; by finding fault with his potential son-in-law. He made it all too clear that "marketing" just did not have what it took to be welcomed with open arms into his (figurative) family. As Farmer (1967) so gently put it, "the two basic issues which have to be faced are that marketing is unethical, and that marketing is irrelevant" (p. 1). His opinion that "marketing departments often attract inept students" (1967, p. 2) and that the field (and its practitioners) had a "generally uninspiring future" (p. 1) also put a damper on any marital prospects.

Time heals all wounds and, with the dawn of the 1970s, Farmer's opinion changed. He noted that marketing "may be unethical and irrelevant but it just happens to be better than any alternatives" (1977, p16). He continued by pointing out that "the marketing people win hands down if wealth and extra income is what you want" (p 16).

But (cue ominous music), Farmer was not just planting a bed of roses. Ultimately what he did was to lay some of the groundwork for societal marketing. (It's all well and good for people to want what they want as long as it's socially acceptable for them to want it.) He moved from being a potential father-in-law to being a potential big brother. How else to explain his pondering of the question "how can we convince them to want desirable things? (1977, p. 17). Desirable to whom (or is it who)? He didn't even wait until 1984 to ponder and suggest this societal meddling.

By the 1980s Farmer was still parroting his feelings from 1977. "Much of marketing is absolutely critical if raising incomes is what a country wants" (Farmer, 1987, p. 111). Marketing necessitates increased communications between nations and, therefore, is a bulwark against "censorship, travel restrictions, and anything else that blocks relevant information flows" (Farmer, 1987, p. 113). "The more open the system, the better educated the people, the more consumer goods they have, the longer they live, and the more information they can obtain." (1987, p. 114).

By 1987, Farmer's view of marketers had evolved from viewing the field as "unethical" and "irrelevant" to the point where marketers were seen as the facilitators of world peace. Don't

believe me? "People doing business at a rapidly increasing rate do not fight" (Farmer, 1987, p. 114). "If you trade a lot with someone, why fight?" (1987, p. 115). Wow, we are good people ina great profession! The world owes us a debt of gratitude. (Commence self-congratulatory marketing-related back-patting immediately.)

Certainly, Farmer's articles are interesting as historical documents…and humbling…and inspiring. But, where are we now? If Farmer were alive today, how would he see marketing? Have we progressed as a field, or regressed? Should we hold our heads high and bask in the gloryof all that marketing has become, or should we lower our eyes in shame? After all these years, allthe knowledge sown, what have we reaped? Has our profession had a bountiful harvest? Are wenow, in this new millennium, good fodder for marriage (or co-habitation)? Are we potentially fertile...or are we simple fertilizer? Looking forward, let's consider a few issues marketing may face in the 2020s.

Have we become too technique oriented? Is our research too niche? Are the majority of marketing articles published in our journals interesting, useful, or even comprehensible? Has much of academic marketing research become pointless, overly-specific, and more about the self-aggrandizement of the authors than about useful knowledge acquisition and transmittal? Where's the fun? Where's the thrill?

Have we, as marketers, become too politically correct? In our efforts to be social do-gooders, have we done the opposite? Have we replaced fulfilling the needs and wants of our customers with fulfilling their needs and wants only up to a point? Have we subverted the very purpose of our field by believing that it is the role of marketing to think for our customers? Have we replaced their values with our own? And, what about our own moral and ethical principles? Are our own values actually better than those of our customers?

Are we in denial of the basic tenets of our profession as we try to appeal to more than one segment with the same product/service? What if one of those segments desires an offering that necessitates unethical behavior (as viewed by the members of another segment we are targeting)? Can we have a product, like the NBA, that appeals to Americans and the Chinese Communist Party simultaneously? Have we forgotten that the needs and wants of different segments can't necessarily be reconciled? If we try to appeal to everyone, we end up appealing to no one. Remember hearing that before?

So, would you allow anyone you know (by blood, marriage, or casual acquaintance) to enter into a relationship of any duration or scope with someone that has anything to do with the field of marketing? Enquiring minds (and marital counselors everywhere) want to know.

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STRESSED AND RELAXED BEHAVIOR AND IMPACT ON PURCHASE INTENTIONS THROUGH MENU LABELING

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EXTENDED ABSTRACT

Today as a society, we are moving quicker to create innovations and improvements. Cities are growing and people in the workforce are increasing. Due to this, the American Psychological Association (APA) estimates that chronic stress is becoming a public health crisis. The APA defines chronic stress as the response to emotional pressure in which an individual feels as though they have little or no control. According to a survey conducted by The Harris Poll on behalf of the APA, more than 69% of Americans reported that the nations' future causes them stress (Bethune, 2018). Concerns about money, work, and the economy are the most frequently cited sources of stress. According to the Bureau of Labor Statistics, the labor force is anticipated to grow by 7.9 million by 2024 reflecting an annual growth rate of 0.5% (Department of Labor, 2014). The increase in the workforce is one reflection of the increase in stress in our society.

A characteristic of stress is that it can lead people to perceive that they currently lack control over their environment. In relation to monetary control, consumers may be more likely to save money and gain control by guaranteeing that they will have resources available when needed. Consumers could also use their need for control to spend money and have a say in what they buy (Botti and McGill, 2011).

As of July 2018, the US government and the FDA passed a law requiring restaurants (typically larger chain restaurants) to provide nutritional information for standard menu items. This recent trend of calorie counting and advertising nutritional information sparked an interest of how influential this information really is. Companies now have the ability to use this additional information to advertise their products in a unique way.

There is very little research uncovering how the exponential increase in stress could influence consumer decision making. Since one constant in everyone's life daily is food, it becomes important to know how the daily stress can play a role in the choices made for the food. So much time and money has been put in to implement new rules and regulations, like mandating calories, in this industry. However, how beneficial are these changes with the presence of stress, a new constant? To our knowledge, there is no research done on this important topic of how can stress play a role in food consumption when eating in a restaurant. In order to fill this gap, research must be conducted testing the way stress plays a role in food selection when presented in different formats. We look at the presence of calorie information as well as presence of food images as two different presentation formats and their combination to test how stress or relaxed mind can select the types of food depending on how they are presented. To answer this question, a survey will be conducted on M-Turk. This survey will study the difference in consumer decision-making based on if the consumer is stressed or relaxed. Images will also be used to test the impact they can create. Not only will this survey be able to demonstrate how great of an

impact stress has on our lives, but it will also allow restaurants to understand consumers better and cater to these needs. Inthis research, we will be able to answer the question: to what extent does the presence of stressfulbehavior of a consumer influence their purchase intentions with food images and menu labeling?

When people are stressed, they result to completing something that gives them power and control. Eating unhealthy foods could be an answer. Survey studies shows that when people are stressed they turn to more highly caloric sweet and fatty snack foods. A study done by Georgina Oliver and Jane Wardle found that "stressed subjects, particularly women, reported eating more snack foods such as sweets" Further, 57% of subjects reported "eating more or bingeing" in response to stress (Oliver, Wardle, 1999). The increase in sweet and fatty foods while stressed demonstrates the impact that brain activity can have on a consumer's purchase decision-making (Oliver, Wardle, 1999). Most participants also reported that they know they eat more when they are stressed but it is a habit they cannot control. Thus, we predict that their behavior would further spillover in restaurants as well, when they have to make food choices between healthy and unhealthy meal.

Environment cues influence a consumer's food decisions. One study found that simply the presence of food image would increase the purchase intention of that item by millennials (Gala et al., 2018). Researchers at University of Bern examined purchase intentions impacted by environmental cues, like images with posters. It was concluded that in the presence of a poster with food images 34% chose a healthy snack and 66% chose an unhealthy snack. In comparison, in the nonexistence of a poster, only 22% chose a healthy snack and 78% chose an unhealthy snack (Stöckli, Stämpfli, Messner, Brunner, 2016). Despite the amount of people choosing an unhealthy snack being higher, people were more likely to choose the healthy snack in the presence of images. Thus, images play an impactful rule when making food purchase decisions.

Policy makers are increasing the use of policy-based solutions to solve obesity and health effects.Doctors from J Community Health conducted a study in which they focused on purchase intentions at restaurants. They conducted 12 studies to cover a variety of fast food and small dinner locations. In all studies that found that, over half of subjects reported being influenced by the calorie information. Surprisingly, residents of more low-income communities were found to use this information to make a higher calorie food choice. Individuals under stress make unhealthy decisions when examine calories because they are unlikely to utilize the information and are overwhelmed with the load of information in an already stressful life. This would repel them from even making a positive decision with the calorific information.

In the presence of both images and calories, individuals are more likely to get overwhelmed withinformation and make unhealthy food choices. In a laboratory study completed in the Psychosomatic Medicine, it was determine that emotional subjects are more likely to choose unhealthy food options. They chose energy-dense foods under stress. This information was determined based on the emotional eating scale of the DEBQ. Eating these unhealthy foods allows unstable subjects who are stressed to use energy-dense foods to cope (Oliver, Wardle, Gibson, 2000). Although stress is associated with the biological changes that could be expected to reduce food intake, it works in the opposite because of an individual's response to stress.

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INDIVIDUAL-LEVEL MARKET ORIENTATION OF THE FACULTY/STAFF MEMBERS

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EXTENDED ABSTRACT

Market orientation motivates employees to become more customer-oriented, more committed to their company, and more satisfied with their job (Kohli and Jaworski 1990; Siguaw, Brown, and Widing 1994). Individual-level market orientation of the faculty/staff members has never been investigated in the literature. Having a workforce with a strong market/customer orientation is especially important for a firm in the selling context. Since faculty/staff members have significant impacts on creating demand and establishing trust between the educational institutes and the students/graduates, the actions and behavior of the faculty/staff members and their orientation towards the students/graduates become very significant and central from the organizational standpoint. If a higher educational institute aims to establish and/or maintain a competitive position in the marketplace and to develop long-term satisfactory relationships with its students/graduates, the higher education institutions should emphasize on understanding the factors that influence the customer-orientedness of its faculty/staff members.

The marketing concept has been a critical marketing management approach (Kohli and Jaworski 1990) and/or a marketing philosophy (Barksdale and Darden 1971). The major goal of the marketing concept is to achieve customer satisfaction at a profit (Houston 1986). In order to provide students/graduates' satisfaction, a higher educational institute must understand the needs and preferences of its students/graduates first. According to the marketing concept, customer needs should be satisfied through integrated marketing. Integrated marketing refers to "the co-ordination of action of other functional departments in an organization" (Brännback 1997, p.296). Even though the marketing concept is an organizational concept, it also applies to the students/graduates' orientation of the faculty members.

Major customer consequences of market orientation include customer satisfaction and customer loyalty or high customer retention rate (Jaworski and Kohli 1996; Raju, Lonial, and Gupta 1995). Slater and Narver (1994) stated that it is the market-oriented culture that builds and maintains the core capabilities that continuously create superior value for customers. Understanding and exceeding customer expectations increase the number of loyal customers. Therefore, it is important for a higher education institution to regularly and carefully monitor the level of market orientation and the level of students/graduates' satisfaction in its target markets or customer segments. Low and very high levels of students/graduates' satisfaction should be evaluated cautiously by the higher education institution.

Overall, the objective of this study is to investigate the potential antecedents and consequences of the students/graduates' orientation of the faculty/staff members in the marketing context. The suggested model tries to find out answers to the following research questions: (1) Is the organizational culture one of the possible determinants of the students/graduates' orientation of

the faculty/staff members? (2) What are the possible performance outcomes of the students/graduates' orientation of the faculty members?

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SOCIAL CAPITAL ON INSTAGRAM: APPLICATION FOR SMALL APPAREL RETAILERS

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ABSTRACT

While it is difficult for small apparel retailers to compete against larger companies on the basis of price or differentiation due to their inability to achieve economies of scale and scope, they can differentiate themselves leveraging the unique experience they can provide with customer service philosophy, community building or the owner-manager's personality. This leads small apparel retailers to find creative solutions for marketing with their current budget, which is where social media can play an important role in opportunities. The purpose of this study is to investigate customer's development of social capital in small apparel retailer's Instagram page that ultimately lead to purchase intentions for the retailer. In addition, perceived benefits are investigated in relation to purchase intentions. This study will use the social capital theory as it postulates the idea of social value on communication networks. The findings reveal social capital and perceived benefits on Instagram directly affect trust, brand identification and ultimately purchase intentions. In reference to small apparel retailers, younger consumers were found to develop social capital on Instagram differently. Additional findings are reported.

INTRODUCTION

In 2018, the Small Business Administration reported 30.2 million small businesses in the United States, which is 99.9% of businesses in the US. Additionally, they reported 58.9 million small business employees, which consists of 47.5% of United States employees (Small Business Administration, 2018). Small businesses are also highly valuable to the global economy. They employ at least half of the workforce and contribute more than half the value added to the GDP (OECD, 2010).

While small businesses have such an impact on both the United States and global economies, it faces a major challenge to stay competitive with larger firms in their industry. It is difficult for small businesses to compete against larger companies on the basis of price or differentiation due to their inability to achieve economies of scale and scope (Porter, 1985). Therefore, small retailers need to differentiate themselves leveraging the unique experience they can provide with customer service philosophy, physical evidence, the owner-manager's personality or the store ambience (Roper & Parker, 2006). By capitalizing on "this experience economy, (where) consumers look beyond mere purchase and consumption to the unique and rewarding"

(Kim et al., 2009b, p. 73), small fashion retailers may be able to achieve a niche competitive advantage by providing a unique consumption experience.

This leads small apparel retailers to find creative solutions for marketing with their current budget, which is where social media can play an important role in opportunities (Schaupp, & Bélanger, 2014). For small retailers, social media provides benefits such as; (1) online marketing that increases brand exposure (Noel, 2014), (2) engaging customers (Jordan, 2018) and increases clientele (He et al., 2017), (3) a communication channel that influences purchasing decisions and sharing information (Chang, Yu, & Lu, 2015), and (4) brand loyalty, trust and satisfaction (Zheng et al., 2015). Among the different social media platforms, Instagram is experiencing a rapid growth in popularity with an estimated 1 billion active users worldwide and 107 million active users in the U.S. This number is forecasted to grow to 126 million by 2023 (Clement, 2019). Instagram is a mobile photo and video sharing application, launched in 2010, and ranks second after Facebook for the most used site daily at 51% (Chaffey, 2019). However, Instagram is ahead of Facebook in regard to engagement levels, with a rate of 1.60% per posts for brands (Zote, 2019). According to Jordan's (2018) survey, Instagram is one of the top three social media platforms used by small businesses to engage customers and remain competitive with larger businesses. Further, Instagram is a visual heavy platform (Herhold, 2018) that speaks to the customers of small apparel retailers sell clothing, shoes and accessories, providing visual stimulating images (Çukul, 2015).

While there are several studies on Facebook and how it leads to a positive financial outcome for Small-Medium Enterprises (SMEs) (e.g. Ainin, et al., 2015), there are few studies that examine Instagram's financial benefits and its ability to aid in relationship building between the user and small apparel retailers. The strength of SMEs lies in their ability to nurture unique customer-brand relationship and develop strong social capital with their customers and community (Bosua & Evans, 2017). Therefore, the proposed research attempts to examine how small apparel retailers s can develop strong social network and accumulate social capital in the Instagram platform that eventually lead to purchase intention, based on social capital theory (Bourdieu, 1986; Coleman 1988; Putnam 1993). Several considerations were given in defining small apparel retailers in this current study. Small Business Administration (SBA) defines small business as a business that has an annual maximum revenue of $7.5 million dollars (Small Business Administration, n.d.) The European Commission (2012) classifies small retailers as having fewer than 250 employees.

LITERATURE REVIEW

Perceived social capital within the Instagram community

The social capital theory (e.g. Bourdieu, 1986) draws attention to the effects and consequence of human sociability, connectedness and their relations to the individual and social structure (Tzanakis, 2013). According to Coleman (1988), social capital broadly refers to the resources accumulated through relationships among people. Social capital consists of three dimensions; structural, cognitive and relational (Nahapiet & Ghoshal, 1988). The structural dimension refers to the connection between people (Bolino et al., 2002) characterized by the number and strength of the existing network ties between individuals and their network (Nahapiet & Ghoshal, 1988). Cognitive social capital is defined as "those resources providing shared representations, interpretations, and systems of meaning among parties" (Nahapiet & Ghoshal, 1988, p. 244). Lastly, the relational dimension refers to "the kind of personal relationships people have developed with each other through a history of interactions" (Nahapiet & Ghoshal, 1988 p.

244). Tsai and Ghoshal (1998) found that both structural and cognitive social capital were indicators of relational social capital. As a result, more studies have used and supported this theoretical relationship (e.g. Wang et al., 2016). This study will examine the three social capital dimensions; structural, cognitive, and relational and how it can ultimately influence purchase intentions with the mediating constructs; social bonding, trust and brand identification.

In this study, the perceived structural social capital within the retailers Instagram community is defined as the amount of connection and interactivity the consumer perceives the retailer has based on their indication of affiliation and responsiveness on Instagram. In the context of social media, affiliation refers to the total number of consumers connected to a brand (Yang et al., 2016), depicting ties with others on Instagram. Affiliation on Instagram will be evaluated by the number of posts, number of followers and likes on the retailer's Instagram profile. In this study, responsiveness refers to the retailer's ability to respond promptly to comments, concerns and customer service information of customers on Instagram.

Perceived cognitive social capital within the retailers Instagram community is manifested through shared values and norm of reciprocity in this study. Morgan and Hunt (1994) defines shared values as the extent to which partners have beliefs in common about what behaviors, goals, and policies are important or unimportant, appropriate or inappropriate and right or wrong. Customers can share beliefs with a brand through different attributes such as ethical views, product quality, promotion tactics or customer service. Norm of reciprocity is expecting benefits from the community from one's present contribution and participation, such as information flow and knowledge sharing (Kankanhalli et al., 2005). In the context of social media, norm of reciprocity is shared through repeated interactions and social exchange, including the exchange of personal experiences and advice (Blau, 1964).

In this study, the perceived relational social capital refers to social bonding. Social bonding applies to strong relationships that provide emotional kinship, trust and social support (Putnam, 2000). On Instagram, customers can feel a social bond with a small apparel retailer by having someone to turn to, to help make shopping decisions, a source of engagement, and ultimately considering them to be a friend.

Structural social capital and relational social capital (social bonding) on Instagram
Depending on the social media platform, consumers can be connected through different ways such as, following, liking, and online brand communities. Hofer and Aubert (2013) found that the greater number of followers their participants possessed; online bonding increased. According to Ellison et al. (2014), if a Facebook status is without likes or comments this can signal lack of interest from one's network. In contrasts, more likes and comments can suggest retailer are invested in cultivating relationships which can allow small apparel retailers to build their reputation and network. Small apparel retailers have low brand awareness, so the number of likes, posts and following is important for creditability purposes and willingness to engage with the brand. Therefore, the hypothesis is as follows:
H1: Customer's evaluation of small apparel retailer's Instagram affiliation will positively affect social bonding.

Ahearne et al. (2007), linked responsiveness to the reliability of a salesperson by identifying who is "promptly returning phone calls, following up on commitments, fulfilling customer requests,

and remaining available when needed" (p. 605). This definition can be translated to the social media context – small apparel retailers responding to complaints, comments, and other requests made on Instagram (Agnihotri et al.*,* 2016). Social media creates a two-way communication between customers and brands, allowing for customers to strengthen their relationship with the brand (Rishika et al., 2013). The responsiveness of a small apparel retailer helps build relationships as it can humanize the brand. In addition, small apparel retailers have a smaller audience, so can be easier to respond to customers aiding a relationship. Therefore, the hypothesis is as follows:
H2: Customer's evaluation of small apparel retailer's Instagram responsiveness will positively affect social bonding.

Cognitive social capital and relational social capital (social bonding) on Instagram
Jin (2018) finds that customers perception of authenticity for shared values and corporate competence influences self-brand connection. Social tie formation is driven by similar interest and shared activities (Zeng & Wei, 2013). Shared values can include businesses practices (i.e. sustainability) or brand values (inclusivity), which can be expressed through Instagram stories or profile posts. When two parties share values a bond can form, therefore the hypothesis is as follows:
H3: Customer's shared values within small apparel retailer's Instagram page will positively affect social bonding.

Norm of reciprocity serves as a catalyst for relationship and community building (e.g. Molm, 2010). Positive reciprocity is the exchange performed with good intentions or goals in mind, the foundation of trust, social capital, connectivity and relationship maintenance, which strengthen off and online communities (e.g. Molm, 2010). Contests or promotions is a form of norm of reciprocity – the customer is more willing to purchase or sign-up for something if there is a benefit involved, which can help facilitate a bond between the retailer and customer. Therefore, the hypothesis is as follows:
H4: Customer's norm of reciprocity within small apparel retailer's Instagram page will positively affect social bonding.

Perceived usefulness, perceived enjoyment and social bonding on Instagram
According to Hui et al., (2006), social adjustment is a type of perceived benefits that refers to the need of people to establish social identities by integrating into a desired social group. This concept can be applied to the small apparel retailers providing useful benefits to their customer, that makes them feel they are apart and included in their social group – ultimately developing a relationship. Therefore, this study hypothesizes:
H5: Customer's perceived usefulness of a small apparel retailer's Instagram page will positively affect social bonding.

Previous literature supports enjoyment has a positive effect on continued intention to use a social networking service (Lin & Lu, 2011). If customers are continuing the use of following the brand, their intention to building a relationship can increase. In addition, Instagram is an entertainment social media platform (Herhold, 2018) thus the hypothesis is as follows:
H6: Customer's perceived enjoyment towards small apparel retailer's Instagram page will positively affect social bonding.

Social bonding on Instagram and brand trust

Trust can best be defined as a customer's willingness to rely on their exchange partner with the belief that they will be honest, reliable and engage in activities that only yield the best possible outcomes (Chellappa & Sim, 2005). Frequent social interactions grow into trusting relationships (Granovetter, 1985). Crotts, et al. (2001), finds social bonding to be a strong predictor of trust. Once a bond is created between a small apparel retailers Instagram page and customer, they are more willing to trust them because they "know" the retailer. Therefore, the social bond that's created on social media influences user's trust toward brands (Bertrand, 2013).

Based on the above, the hypothesis is as follows:
H7: Customer's social bonding with a small apparel retailer's Instagram page will positively affect trust towards the retailer.

Social bonding on Instagram and brand identification

According to Tuškej et al. (2013), consumer-brand identification refers to the individual's sense of sameness with a particular brand. Tate et al. (2016) found the depth of a customer's engagement with online brands formed a symbolic self-expression with the brand. Using this same logic, the social bond between the Instagram followers of small apparel retailers can develop brand identification by connecting with the retailer's posts, therefore the hypothesis is as follows:
H8: Customer's social bonding with a small apparel retailer's Instagram page will positively affect their brand identification.

Brand trust, brand identification and purchase intention

Trust creates a greater confidence and enhances customer's pride in identifying with the brand (e.g. Kuenzel & Halliday, 2008). Becerra and Badrinarayanan, (2013), finds that brand trust significantly reflects brand identification. When trust is formed, the relationship becomes highly valued in the eyes of the consumer and demonstrates their belonginess by identifying with the brand (Becerra & Badrinarayanan, 2013). Therefore, the hypothesis is as follows:
H9: Trust will positively affect customer's brand identification with a small apparel retailer.

Purchase intention is a customer's volitional commitment to purchase from a retailer (Kim et al., 2009a). Becerra and Badrinarayanan (2013), states that trust and brand identification have the power to influence brand evangelism, which includes purchase intentions. Cornwell and Coote's (2005) study support the level a participant identifies with an organization is positively related to purchase intentions. Once you identify with or as the brand, the best way to execute that connection is to purchase from the brand. Therefore, the hypothesis is as follows:
H10: Customer's brand identification will positively affect their purchase intentions towards a small apparel retailer.

Higher levels of trust will increase the likelihood that a consumer is willing to accept a level vulnerability by forming an intention to purchase (Kim et al., 2009a). Additionally, Konstantopoulou et al. (2019) study found that once an Instagram influencer gained the participants' trust, the decision-making process was facilitated. For small apparel retailer specifically, trust is an important factor in increasing sales, so once trust is gained purchase intentions can increase. Therefore, the hypothesis is:
H11: Trust will positively affect customer's purchase intentions towards a small apparel retailer.
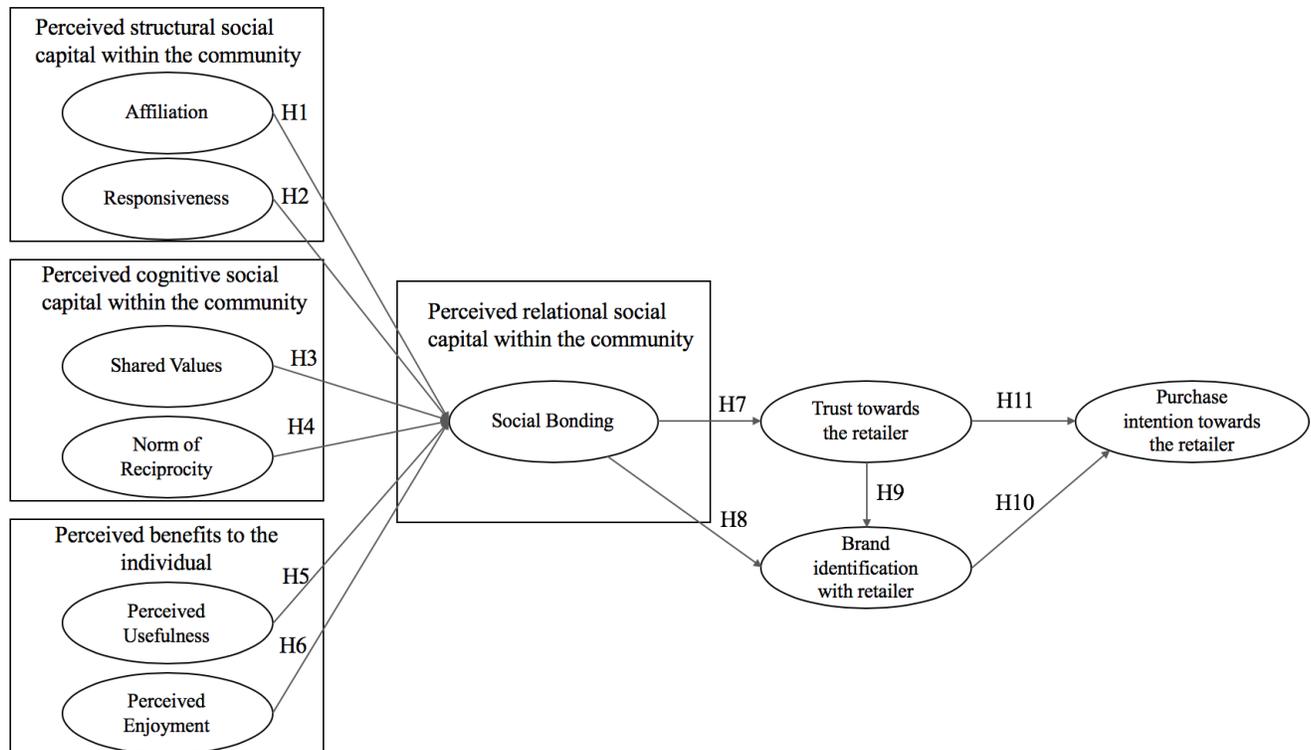
Figure 1. Conceptual framework.

METHODOLOGY

Instrument

A three-item scale for affiliation was developed to measure participants evaluation of small apparel retailer's affiliation on Instagram. Responsiveness items were adopted from Cenfetelli et al., (2008) with a .82 Cronbach alpha. Shared values adopted one item from Ko et al. (2005) and two from Tsai and Ghoshal (1998), with a .77 Cronbach alpha (Chow & Chan, 2008). Norm of reciprocity items were adopted from Moghavvemi et al. (2017b) with a Cronbach alpha over .70. Perceived usefulness items were adopted from Davis et al. (1989) with a .907 Cronbach alpha score (Potgieter & Naidoo, 2017). Perceived enjoyment items were adopted from Agarwal and Karahanna (2000) and Kim et al. (2007), with a .91 Cronbach alpha (Lin & Lu, 2011). Two items from Williams (2006) and three from Beatty et al. (1996) were adopted to measure social bonding, with a .95 Cronbach alpha (Ponder et al., 2016). Four items were adopted from Chaudhuri and Holbrook (2001) to measure trust, with a .74 Cronbach alpha. Three items were adopted from Kuenzel and Halliday (2008) to measure consumer-brand identification, with a .81 Cronbach alpha. Three items are adopted from Kim et al. (2012) and Algesheimer et al. (2005) to measure purchase intentions with a .827 Cronbach alpha (Agag & El-Masry, 2016). All items were measured on a 5-point Likert scale, ranging from (1) strongly disagree to (5) strongly agree.

Data collection

To ensure wider participation of Millennial shoppers, two different strategies were used for data collection. First, the survey link was distributed to students at a large Southern university in the United States. As an incentive, participants received extra credit for the class. In addition, snowball sampling was administered through the researcher's social media account. For both data collection

methods, the researchers offered an incentive for participants to enter a drawing for a $25 Amazon gift card. Since this study was specifically about small apparel retailers on Instagram, two screening questions were asked at the beginning of the survey, (1) "Are you an Instagram user?" and (2) "Do you follow a small apparel retailer on Instagram?" Within the second screening question, the definition for a small apparel retailer was given. Following the second question, the respondent had to name the small apparel retailer they followed on Instagram, which they would use to base their answers for the remainder of the questionnaire.

RESULTS

Sample characteristics

Out of 413 responses, 200 responses were usable, complete and accurate. The researcher checked all given Instagram names of small apparel retailers to ensure they had less than 250 employees, and maximum revenue of $27.5 million (clothing and shoes industry) or $15 million (accessories and jewelry industry) (Small Business Administration, 2018). See Table 1 for detailed sample characteristics.

Table 1. *Demographic Characteristics and Frequencies*

Characteristic	N	%
Gender		
Female	164	82.4%
Male	35	17.6%
Age		
18-25	165	84.6%
26-30	22	11.3%
31-40	5	2.6%
40+	3	1.5%
Education		
Associate degree in college (2-year)	51	25.6%
Bachelor's degree in college (4-year)	57	28.6%
High school graduate	6	3.0%
Less than high school degree	1	0.5%
Professional degree (JD, MD)	1	0.5%
Some college but no degree	83	41.7%
Income		
Less than $10,000	85	42.7%
$10,001 - $20,000	39	19.6%
$20,001 - $30,000	26	13.1%
$30,001 - $40,000	19	9.5%
$40,001 - $50,000	11	5.5%
$50,001 - $60,000	11	5.5%
$60,001 - $70,000	4	2.0%
Over $100,000	4	2.0%

Exploratory factor analysis and reliability

Exploratory Factor Analysis (EFA) was conducted to identify the underlying constructs among the measured variables. After the initial EFA, items with low loadings were carefully investigated. One item for perceived usefulness (.523) and one items for trust (.516) were deleted

due to low loading and the conceptual vagueness of the terms used. Further, based on the EFA result, perceived usefulness was split in into two constructs. After close inspection of each items, it was found that the first three items all relate to perceived usefulness while the last two speaks more about perceived convenience. In addition to the EFA result, the literature supports that perceived convenience is a perceived benefit that influences user's behavior on social media and mobile devices (e.g. Cheung et al., 2015). As a result, perceived convenience was included in this study as another perceived benefit on Instagram. Once the low loading items were deleted, the final EFA was ran using 11 factors. The items loaded properly for the respective factors (Table 2).

Table 2. *Construct Items Factor Loading, Cronbach Alpha, Mean Score and Standard Deviation*

Items	Factor Loading	Cronbach alpha	Mean	Std. Deviation
Perceived Affiliation		.738	3.49	0.963
Q1_1	0.575			
Q1_2	0.857			
Q1_3	0.859			
Perceived Responsiveness		.838	3.96	0.917
Q2_1	0.802			
Q2_2	0.828			
Q2_3	0.757			
Perceived Usefulness		.885	4.01	0.814
Q3a_1	0.658			
Q3a_2	0.684			
Q3a_3	0.590			
Perceived Convenience		.802	3.94	0.976
Q3b_1	0.652			
Q3b_2	0.790			
Perceived Enjoyment		.905	3.88	0.821
Q4_1	0.685			
Q4_2	0.814			
Q4_3	0.806			
Q4_4	0.801			
Shared Vales		.813	3.74	0.787
Q5_1	0.711			
Q5_2	0.762			
Q5_3	0.727			
Norm of Reciprocity		.857	3.51	0.894
Q6_1	0.664			
Q6_2	0.635			
Q6_3	0.698			
Q6_4	0.736			
Q6_5	0.711			
Social Bonding		.865	3.14	1.125
Q7_1	0.531			
Q7_2	0.786			
Q7_3	0.804			
Q7_4	0.732			
Q7_5	0.720			
Trust		.922	4.11	0.664
Q8_1	0.791			
Q8_2	0.855			
Q8_3	0.846			
Purchase Intentions		.795	4.00	0.781
Q9_1	0.722			
Q9_2	0.734			

Q9_3	0.545			
Brand Identification		.858	3.49	1.087
Q10_1	0.800			
Q10_2	0.837			
Q10_3	0.709			

Hypothesis testing results

   Multiple regression was conducted to test H1-H6 (Table 3). The analysis result shows that norm of reciprocity had a significant positive effect on social bonding (p=.000 β= .343), supporting H4. In addition, perceived convenience had a significant relationship to social bonding (p=.04 β= .109). However, perceived affiliation, perceived responsiveness shared values, perceived usefulness, and perceived enjoyment was not significant to social bonding (H1, H2, H3, H5, H6). Statistically significant relationships are in bold.

Table 3. *Hypothesis 1-6 Multiple Regression Analysis Results*

Hypotheses		p	Standardized Beta	Unstandardized Beta	t value
(H1) PA	→ SB	.662	.020	.024	.437
(H2) PR	→ SB	.346	-.050	-.061	-.944
(H3) SV	→ SB	.079	.090	.129	1.759
(H4) NR	**→ SB**	**.000**	**.343**	**.432**	**6.885**
(H5a) PU	→ SB	.634	.026	.026	.477
(H5b) PC	**→ SB**	**.04**	**.109**	**.125**	**2.062**
(H6) PE	→ SB	.097	.088	.120	1.665
R²= .228					

Note. PA = Perceived Affiliation; PR = Perceived Responsiveness; SV = Shared Values; NR = Norm of Reciprocity; PU = Perceived Usefulness; PC = Perceived Convenience; PE = Perceived Enjoyment, SB = Social Bonding.

   Linear regression analysis tested the relationship between social bonding and trust, H7 (Table 4). Social bonding was found to be significant to trust (p=.000 β= .269). Multiple regression analysis tested H8 and H9 (Table 5). Trust and social bonding are both found to be significant to brand identification (trust, p=.000 β= .253, social bonding p=.000 β= .297). Multiple regression analysis tested H10 and H11 (Table 6). Brand identification and trust had a significant relationship to purchase intentions (brand identification p=.000 β= .180, trust p=.000 β= .372). Statistically significant relationships are in bold.

Table 4. *H7 Linear Regression Analysis Result*

Hypothesis 7		p	Standardized Beta	Unstandardized Beta	t value
(H7) SB	**→ Trust**	**.000**	**.269**	**.159**	**6.839**
R²= .073					

Note. SB = Social Bonding.

Table 5. *H8 and 9 Multiple Regression Analysis Results, Brand Identification*

Hypotheses		p	Standardized Beta	Unstandardized Beta	t value
(H8) SB	**→ BI**	**.000**	**.297**	**.287**	**7.773**
(H9) Trust	**→ BI**	**.000**	**.254**	**.414**	**6.617**
R²= .192					

Note. SB = Social Bonding, BI = Brand Identification.

Table 6. *H10 and 11 Multiple Regression Analysis Results, Purchase Intentions*

Hypotheses		*p*	Standardized Beta	Unstandardized Beta	t value
(H10) BI ⟶ **PI**		**.000**	**.180**	**.129**	**4.689**
(H11) Trust ⟶ **PI**		**.000**	**.372**	**.437**	**9.669**
R²= .215					

Note. BI = Brand Identification, PI = Purchase Intentions.

Ad hoc analysis

Contrary to our expectation, the first multiple regression analysis (H1-6) found all but one of the independent variables significant to social bonding. The initial reasoning was that the users will build relational social capital (i.e. social bonding) on the retailer's Instagram page before it is transferred to the retailer for stronger trust, brand identification and purchase intention. While previous literature supported the initially hypothesized relationship, it is possible that younger consumers have different ways to build relationships on social media and in particular towards a small apparel retailer. They might directly transfer structural social capital, cognitive social capital and perceived benefit from the Instagram page to the retailer, rather than formulating a strong social bonding for the Instagram page first. Therefore, an ad hoc multiple regression analysis tested the effect of structural and cognitive social capital and perceived benefit towards trust, brand identification, and purchase intentions. See the results below in Table 8, 9 and 10. Significant relationships are in bold.

Table 8. *Ad Hoc Multiple Regression Analysis Results, Trust*

	p	Standardized Beta	Unstandardized Beta	t value
PA ⟶ Trust	.625	-.023	-.016	-.490
PR ⟶ Trust	.055	.101	.073	1.924
PU ⟶ Trust	**.000**	**.198**	**.162**	**3.618**
PC ⟶ Trust	.268	.058	.039	1.108
PE ⟶ Trust	**.006**	**.143**	**.116**	**2.741**
SV ⟶ Trust	**.025**	**.114**	**.097**	**2.250**
NR ⟶ Trust	**.024**	**.112**	**.083**	**2.259**
R²= .239				

Table 9 *Ad Hoc Multiple Regression Analysis Results, Brand Identification*

	p	Standardized Beta	Unstandardized Beta	t value
PA ⟶ BI	.449	-.036	-.041	-.759
PR ⟶ BI	**.018**	**-.127**	**-.151**	**-2.367**
PU ⟶ BI	**.001**	**.191**	**.255**	**3.415**
PC ⟶ BI	.925	-.005	-.006	-.094
PE ⟶ BI	**.036**	**.112**	**.148**	**2.104**
SV ⟶ BI	**.002**	**.166**	**.229**	**3.188**
NR ⟶ BI	**.000**	**.223**	**.272**	**4.425**
R²= .208				

Table 10. *Ad Hoc Multiple Regression Analysis Results, Purchase Intentions*

		p	Standardized Beta	Unstandardized Beta	t value
PA ⟶ PI		.984	.001	.001	.020
PR ⟶ PI		.124	.083	.070	1.540
PU ⟶ PI		**.021**	**.129**	**.124**	**2.310**
PC ⟶ PI		**.000**	**.227**	**.181**	**4.257**
PE ⟶ PI		.178	.072	.068	1.349
SV ⟶ PI		.441	.040	.040	.772
NR ⟶ PI		**.020**	**.117**	**.103**	**2.332**
R²= .208					

DISCUSSION

Hypothesized relationship

This study examined the impact of social capital dimensions and perceived benefits on social bonding on Instagram. In addition to the relationships among social bonding on Instagram, trust, brand identification, and purchase intentions were examined in this study. Lastly, the ad hoc multiple regression analysis found several other significant relationships between the social capital dimensions and perceived benefit dimensions on brand identification, trust and purchase intentions. The relationships are discussed in detail in the following sections.

Both perceived affiliation and perceived responsiveness were found insignificant to social bonding. For a small apparel retailer, customers may have low expectations towards timely responses for their comments and the number of likes and followers by the retailer. Guta (2019) states that customer's high expectations for small businesses lie in the area of customer service; they expect a more honest and friendly service in comparison to large businesses. Also, small apparel retailers may not have a large amount of structural social capital because their business is small with low brand awareness. As a result, respondents didn't consider responsiveness and affiliation as a relationship building factor with small apparel retailers.

Shared values were found insignificant to social bonding while norms of reciprocity were found significant to social bonding. Both shared values and norm of reciprocity represent cognitive social capital. When examining the items for shared values, it evaluates the respondents shared values with the retailer; in contrast, norm of reciprocity items is about the respondent's exchange with others on the retailers Instagram page. The difference between the two constructs is "who" their interaction is with; shared values is directly with the retailer and norm of reciprocity is "others" on the retailer's Instagram page. As a result, younger consumers may feel the interaction with others on a small apparel retailer's Instagram is what helps develop a social bond with the retailer instead of the commonalities with the retailers themselves. Sokolova & Kefi, (2019) found that in contrast to older consumers, younger consumers shared values are very important when it comes to following a blogger online. This can suggest that younger consumers value a mediator, such as an influencer to develop a relationship with a brand, specifically a small apparel retailer. Based on this finding, it can give reason to why shared values were insignificant to social bonding.

Perceived usefulness was found insignificant to social bonding. The items for perceived usefulness referred to how "useful" the small apparel retailer's Instagram page is. That term could've been too vague and for the respondent to answer accurately. Kim et al., (2016) found

source credibility to be a predictor of perceived usefulness. Source credibility is the "extent to which information is perceived to be believable, competent and trustworthy by information recipients" (Bhattacherjee & Sanford, 2006 p.811). One way to develop source credibility is by reading online reviews; online reviews aren't common for small apparel retailers. Small retail shoppers may be aware of this, which suggests perceived usefulness is not a factor used to build a social bond with a small apparel retailer's Instagram page.

Perceived enjoyment did not present a significant influence on social bonding. Sokolova and Kefi, (2019) examined an interesting idea, para-social interaction. The theory of para-social interaction defines the relationship between a spectator and a performer, with an illusion of intimacy as for the 'real' interpersonal relationships; this type of relationships is self-established by one party, but the other party is unaware of the relationship and influence (e.g. Kelman, 1958). Since perceived enjoyment is an intrinsic benefit, it could lead to para-social interaction instead of social bonding – which consists of action-based interactions. In addition, the para-social interaction concept can be understood as an addiction and content consumption (e.g. Moghavvemi, et al., 2017a). This could suggest that customers may perceive enjoyment by using the social media site itself rather than a retailer's Instagram content. As a result, the perceived enjoyment may not lead to a stronger bond or relationship with the small apparel retailer Instagram page.

Ad hoc multiple regression analysis discussion
The ad hoc multiple regression analysis found other significant relationships between the independent variables (perceived affiliation, perceived responsiveness, perceived usefulness, perceived convenience, perceived enjoyment, shared values, norm of reciprocity) and dependent variables (trust, brand identification, purchase intentions). The literature supports that younger consumers have various factors that encourage relationship building on social media. This is explained in the discussion below.

The ad hoc multiple analysis found perceived responsiveness, perceived usefulness, perceived enjoyment and shared values significant to brand identification. Brand identification can be expressed in various ways. Individuals can interwind themselves psychologically to the brand (So et al., 2017), which supports why shared values is significant to brand identification. Additionally, individuals will develop a sense a sameness if the brand helps satisfy their self-definitional needs (Bhattacharya & Sen, 2003), which can support why perceived responsiveness, perceived usefulness and perceived enjoyment is significant to brand identification. Sahay & Sharma (2010) found that younger consumers connect with a brand in regard to associating their personality with the brand. This sense of oneness and reciprocity gives reason shared values and norm of reciprocity were found to effect brand identification. In regard to perceived enjoyment and perceived responsiveness, Shaoolian (2018) states that responding to comments and customer service requests and imagery helps create a community that represents your brand. The benefits and reciprocity attributes built within Instagram carry over into consumer brand identification with the small apparel retailer.

Perceived usefulness and perceived enjoyment influence trust. Literature supports perceived usefulness positively effects trust in internet settings (e.g. Ye et al., 2019). However, the literature doesn't support that perceived enjoyment leads to trust (Rouibah, et al., 2016). Rouibah et al. (2016) suggests it's because their study was general and didn't specify a mobile commerce site or application for brands or sites to be used as a reference to place a focus on trust. This current study

did use a specific application (Instagram) and brand (the choice of the respondent), which could explain the reason for a significant relationship between perceived enjoyment and trust.

In this study, both shared values and norm of reciprocity (cognitive social capital) were found to positively effect trust. Trust is commonly referred as a component of the relational dimension of social capital (e.g. Tsai & Ghoshal, 1998;). The significant relationship between cognitive social capital and relational social capital is supported in the literature by several authors (e.g. Wang et al, 2016). Based on the literature, small apparel retailer customers look for attributes of usefulness, enjoyment, commonalities and reciprocity on the retailer's Instagram page, to help develop trust towards the retailer.

Lastly, perceived usefulness, perceived convenience and norm of reciprocity were found significant to purchase intentions. Perceived usefulness and purchase intentions relationship is supported by Cho & Sagynov (2015). According to Johnson & Kaye (2002), perceived convenience has interactive and transactional abilities in the online context. Users have easy access to the small apparel retailers Instagram page at any time, making it easier to form a purchase intention. Reciprocity had a significant relationship to future purchase intentions in Wu et al., (2008) study. These variables are helpful decision-making aids, which could support why the above relationships were significant to purchase intentions. Salpini (2017) found that social media influences more than 80% of Gen Z shopping purchases and 74% for Millennials; both Millennials and Gen Z are most influenced by Instagram. In addition, Schmall (2019), reported the results of a study and found Millennials prefer to do business with small businesses over large businesses. According to that study, these were the Millennials reasons why: "They're more convenient", "The experience is better" "It feels more personal" "Unique product and services", and "I like to support local residents and local economy". Combining Millennials and Gen Z Instagram shopping influence and the reasons why they shop small, it supports why perceived convenience, perceived usefulness and norm of reciprocity is significant to purchase intentions.

Norm of reciprocity had an interesting finding; it was significant to all dependent variables – social bonding, trust, brand identification and purchase intentions. McCorkindale, et al. (2013) found that engaging with Millennials to build relationships on social networking sites requires not only authenticity and transparency but reciprocity. This could support the reason why norm of reciprocity had significant relationships with all dependent variables.

Theoretical implication

This study advances the literature for SMEs by examining a specific industry, small apparel retailers. This type of retailer sells clothing, shoes, and/or accessories either in a physical store, online, or both. The literature regarding small apparel retailers in the context of B2C isn't recently in the literature. In addition to this contribution, this study examined small apparel retailer's social capital within Instagram using various Instagram attributes. To do so, social capital dimensions along with perceived benefits on Instagram were used to describe Instagram attributes. To the researcher's knowledge there was little to none research regarding small apparel retailers and social capital on Instagram. Adding to this, the relationship between social capital on small apparel retailer's Instagram page leading to any relational, behavioral and ultimately an increase in business performance hasn't been researched. Therefore, this study filled this gap because the purpose of this study was to examine if social capital in Instagram built relationships between the customer and small apparel retailer, and ultimately lead to purchase intentions. The importance of Instagram

marketing lead to relationship building and improved sales (Pavola, 2018) and strong social capital (Bosua & Evans, 2017). In addition, this study adds various Instagram attributes that lead to purchase intentions. The constructs of social capital in the context for small apparel retailers on Instagram is a major contribution of this study, as the digital world and relationship building is a necessity for small apparel retailers.

Another contribution of this study is the sample is from the perspective of customers of small apparel retailers and not the small apparel retailers themselves. Many studies in the literature for SMEs examined it from their perspectives, but it is important to understand what the customers actually want, as this can be very different than the marketing strategies implemented from the retailers themselves. In addition, the survey asked the respondents to name a small apparel retailer they follow on Instagram, which they then used to base their responses for the remainder of the questionnaire. This assumes that their responses are accurate because they are using their personal experience with a small apparel retailer on Instagram. Lastly, this study contributes to the small apparel retailers in the United States literature. The respondents and the small apparel retailers given by the respondents are in the United States.

Managerial implication
Instagram is a popular social media platform and growing rapidly (Clement, 2019) and heavily influences the shopping decisions among young consumers (Salpini, 2017). By examining Instagram attributes, this study attempts to help small apparel retailers stay ahead with large retailers as well as the customers' demands. Small apparel retailers can use the results of this study to improve in the areas they may be lacking. For example, if they would like to increase purchase intentions, revisiting convenience factors on their Instagram page that will make shopping easier for customers can achieve that goal. This could include product descriptions, store location hours, links to shop the product, and clear images.

Customer's purchase decisions are shifting and they're purchasing more private-label brands (Rosinski, 2018). This is an opportunity for small apparel retailers to create value and attract customers because they are inherently a private-label because they are one-of-a kind. According to the findings of this study, brand identification had significant relationship to purchase intention. Younger consumers are heavily influenced to identify as the brand when influencer marketing is used (Shaoolian, 2018). Small apparel retailers should partner with an influencer that resembles their brand and promote their unique product and experience through the influencer. Influencer marketing increases business performance and creates value to customers encouraging them to return, ultimately sustaining the small apparel retailer's business. This is one possible way to combat 50% of small businesses failing.

Norm of reciprocity was reported to have significant effect on all dependent variables: social bonding, brand identification, trust and purchase intentions. For younger consumers, they have a "what can you do for me" attitude (Vorvoreanu, 2009). McCorkindale, et al. (2013) studied how Millennials engage and build relationships with organizations on Facebook. They found that reciprocity was a reoccurring theme in their respondents' answers. Specifically, responders said they were more willing to "like" a page for an up and coming designer if they were given a discount. Other encouragement to "like" a page included celebrity endorsements and giveaways. Vorvoreanu (2009) also supports that relationships with Millennials on Facebook is encouraged through contests and offering discounts. Although these studies were about Facebook, the

significant relationships with norm of reciprocity in this study support it can apply to Instagram as well. As a manager or owner of a small apparel retailer who has a younger customer audience, can utilize these promotion tactics to attain and retain their customers. If they want to grow their audience on Instagram and increase profits, encouraging their customers through contests, giveaways and discounts is a way to do so.

The results and relationships of this study are based on younger customers of small apparel retailers in the US. Therefore, it directly helps small apparel retailers whose customer are Millennials or Gen Z. However, each retailer has their own specific customer base within a generational cohort, so moderation may be required.

Limitation and future studies

A methodological limitation of this study is the sample amount of 200 and using snowball sampling. The study had a specific population, Instagram users who followed a small apparel retailer on Instagram, which limited the amount of people qualified for the study. As a result, only 200 samples were collected, which were mostly Millennials and Generation Z. This lowers the generalizability of the study. Future studies could have a larger sample which could include other generational cohorts, providing different managerial implications. This current study used perceived affiliation and perceived responsiveness to represent structural social capital, however all but one of the relationships were significant. Future research could find different constructs for structural social capital and replace social bonding with trust as the relational dimension of social capital. This could develop more social capital relationships in Instagram for small apparel retailers. Lastly, possible researchers could focus on one small apparel retailer, by administering the survey to that retailer's customer via Instagram, email to newsletter subscribers or in-person survey in the physical store.

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THE ROLE OF MICROPLASTICS IN BUSINESS:

PERCEPTIONS AND ACTIONS

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EXTENDED ABSTRACT

Humans have produced over eight billion tons of plastic, and an estimated 14 million tons of plastic enter our oceans each year (Woodward 2019). Businesses and consumers are largely aware of the pollution problems from plastic, but they are just recently learning more about the danger of microplastics. Microplastics are particles of plastic .5 – 5 mm in length and have been found in everything from water to air to animals and human excrement. Microplastics are used in all types of products, including cosmetics and clothing, and they are also generated from regular plastic packaging and products (Stephenson 2018).

Studies have examined attitudes and behaviors regarding plastic bags (Ari and Yilmaz 2017) and impact of reusable bags on purchase behavior (Karmarkar and Bollinger 2015), but there is little or no research on business actions and consumer attitudes toward microplastics. Several businesses are trying to reduce plastic use, and some are even addressing the microplasticproblem, but awareness is low in comparison to other environmental hazards (Ahlström 2018). This is a significant topic due to so many packaging and product components containing microplastics or capable of producing microplastics (Pontes and Nemeshanyi 2019). As consumers become more concerned about pollution and health, microplastic management could be a high-impact way for businesses to improve their environmental sustainability and appeal to the desires of consumers. Manufacturers are also becoming more liable for end-of-life management/disposal through extended producer responsibility actions (Turaga et al. 2019).

Given the paucity of knowledge about microplastics and their potential effects (Stephenson 2018), this research study seeks to discover consumer awareness and attitudes regarding microplastics, along with possible business responses to reduce microplastic waste and develop messages to appeal to consumers. Research questions include: (1) What are consumers' levels of awareness and responses to microplastic issues? (2) How are businesses responding to the growing problem of microplastic waste? (3) What actions and messages regarding microplastics will appeal to consumers?

The first research question will be addressed with a survey of consumers to detect levels of awareness of microplastics, where microplastics can be found, and harmful effects of microplastics. This part of the study will be an exploratory look using scale items borrowed from similar research on consumer attitudes and behaviors toward environmental issues (e.g., Arli et al. 2017; Pawaskar et al. 2018; Robinot and Giannelloni 2009; Vasiljevic-Shikaleska et al. 2018). The

second research question will be addressed with a case-based look at companies that are actively attacking the problem (e.g., SC Johnson), including their actions to reduce microplastics and their messaging to consumers. This will include some alternative solutions to reducing microplastics (e.g., Foschi and Bonoli 2019; Nguyen and Billen 2017; Paletta et al. 2019). The third research question will be addressed with the previously mentioned survey of consumers. Consumers will be asked to react to various actions and messages from businesses.

Findings from this exploratory study will offer evidence of consumer awareness and attitudes toward microplastics, and businesses will have some better ideas for how to address microplastic problems in their supply chains and how to communicate most effectively to consumers about microplastics.

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FLAWED MULTIPLE-CHOICE FINAL EXAM ITEMS CAUSE SKEWED ASSURANCES OF LEARNING: SIMPLE STATISTICAL AUDITS PROVIDE PRINCIPLES OF MARKETING INSTRUCTORS AND THEIR DEPARTMENTS' CONTINUOUS IMPROVEMENT GUIDELINES (A THREE-PHASE STUDY)

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ABSTRACT

This paper identifies the need for Principles of Marketing course educators to modify many of the multiple-choice items they use in final exam assurance of learning assessments. As such, assurance of learning assessments are intended to: (1) Assess student knowledge in critical content areas in the study of Principles of Marketing; (2) measure students' ability to analyze marketing situations, and (3) measure students' ability to apply critical thinking in making marketing decisions. Research questions included: (1) Do flawed multiple-choice final exam items cause negatively skewed assurance of learning reports?; and, (2) What measures could be taken to determine which measurement items are quality; those flawed beyond repair; and, those that could be remediated by modifying their difficulty, their discrimination factor, and the quality of their distractors? This study's importance is heightened when assurance of learning committee members do not understand that the weakest link in producing valid and reliable assurance of learning reports is the validity and reliability of each independent multiple-choice item used in the related assessments. Further, it is important to understand that many widely used published multiple-choice test banks have not been vetted for difficulty, discrimination, and distractor quality. Thus, if used as is, any one assessment item from these test banks, if used unvetted for validity and reliability of individual test item, may lowers the validity of assurance of learning assessments and ultimate reports.   To ensure quality, each three parts of each multiple-choice item must be assessed for validity and reliability: the stem, the correct answer option, and each distractor option. If one or more exam item are found not valid and/or unreliable, assurance of learning report will suffer accordingly. This paper reviews, on an exploratory bases, the learning-related events experienced by one marketing department, the assessment outcomes it encountered and the continuous improvement measures it took.

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