

**PROCEEDINGS OF THE 45TH ANNUAL MEETING OF THE
ASSOCIATION OF COLLEGIATE MARKETING EDUCATORS**

**ALBUQUERQUE, NM
MARCH 7-10, 2018**

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Prairie View A&M University**

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**Silvia L. Martin
California State University,
Los Angeles**

Program Chair

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THE ASSOCIATION OF COLLEGIATE
MARKETING EDUCATORS**

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March 7-10, 2018

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Are Consumers Rational in the Use of Medications? Examining Consumer Awareness, Attitudes and Behaviors Related to Medicine Use in Turkey
Dilaver Tengilimoğlu, Atılım University, Turkey
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EDITORIAL PREFACE

This year, we are including 26 abstracts, extended abstracts, and papers from researchers around the world, and we are pleased to see diversity in both research topics and authorship.

We would like to thank everyone who participated in, helped with, and arranged the 2018 Association of Collegiate Marketing Educators Proceedings. We want to acknowledge all Track Chairs for their masterful handling of the review process within tight deadlines, and would also like to thank all the reviewers for their expert critiques.

We would like to thank all authors for their timely submissions and adherence to our Proceedings standards. Without your efforts, our task would have been next to impossible.

Last, but not least, we wish to acknowledge the assistance of ACME President, Irfan Ahmed, and Program Chair, Silvia Martin, in helping us with finalizing these Proceedings, especially during the final stages of the process.

Kishwar Joonas, Prairie View A&M University
Prairie View, Texas

Türkan Dursun-Kilic, West Texas A&M University
Canyon, Texas

2017- 2018 ACME Proceedings Co-editors

MESSAGE FROM THE PRESIDENT

Dear ACME Colleagues:

Welcome to the 2018 ACME Conference! I am looking forward to our conference in Albuquerque, our time together and the intellectual, professional and personal enrichment that an ACME conference provides. Do enjoy the presentations, plenary session and networking opportunities planned for the conference, as well as the recreational opportunities that the Albuquerque area is known for. At this conference's Speaker, representatives from the Albuquerque International Balloon Fiesta® will present the story of their organization and its rise to becoming a well-known international sporting event. The presentation promises to be a wonderful opportunity for the ACME membership to hear from marketing practitioners.

I am honored to congratulate the award winners this year. Of particular note are the following, and the awards they will be receiving at the conference: Vivek Natarajan, 2018 FBD Outstanding Educator Award; Dilaver Tengilimoğlu, Perihan Şenel Tekin, Aysu Kurtuldu, Türkan Dursun-Kilic, FBD Distinguished Paper Award, and Haithem Zourrig, the ACME AxxessCapon Teaching Innovation Competition Award. Our award-winning colleagues serve as shining examples of professional excellence.

ACME has been proud of the support of Axxess-Capon, towards the ACME AxxessCapon Teaching Innovation Competition. I would like to thank AxxessCapon for renewing their association with us for a multi-year sponsorship of the ACME AxxessCapon Teaching Innovation Competition. The financial support as well as the encouragement shown by Paul Capon and Alyssa Matlovsky have been and will continue to be valuable to ACME.

I am also excited to announce that ACME has a new benefactor this year – Dr. Lou Pelton, a long-time member and supporter of ACME, has established *The Lou E. Pelton Award for Early Career Excellence in Marketing*. With his generous support, Dr. Pelton has strengthened his commitment to ACME, and created a way to recognize rising academics within the ACME family. ACME truly appreciates Dr. Pelton's generosity and spirit of support.

A successful conference comes about with the efforts and diligence of many: I would like to acknowledge the role of Silvia Martin, the Program Chair, and my other fellow officers, in preparing what promises to be an excellent program. I would also like to thank the authors, track chairs, manuscript reviewers and proceedings editors for their valuable contributions to the program.

Proceedings of The Association of Collegiate Marketing Educators (2018)

I would like to extend my appreciation and gratitude to my fellow ACME officers for their respective contributions to the organization: Silvia Martin, Grant Aguirre, Mel Zuberi, Kishwar Joonas, Renee Gravois, Türkan Dursun-Kilic and Stacey Bolin. Each officer has provided valuable insights and assistance in bringing about this conference, and in working on organizational issues throughout the year. It was an honor, privilege and a learning experience working with my colleagues. I am sure this spirit will continue over the following year, building up to the ACME 2019 conference in Houston.

With best wishes,
Irfan Ahmed
President

MESSAGE FROM THE PROGRAM CHAIR

Dear ACME Colleagues,

Welcome to Albuquerque, NM and the 2018 meeting of the Association of Collegiate Marketing Educators. Each year the members of this association help inspire each other to continue our work as teachers and as researchers by writing new and interesting papers, leading workshops in new areas of research and teaching.

This year we have a fantastic conference with thirty-eight academic papers, two workshops, and one panel session. Conference papers were submitted from around the world. After submission, each track chair assigned the submitted paper to two experienced reviewers. Constructive comments were offered to the authors to enhance the quality of their papers. Based on the recommendations from the reviewers, the track chairs decided whether a paper would be accepted for their track and which paper, if any, would receive the “best paper in track” award. A panel of judges then reviewed the recommended best papers and selected a paper for the distinguished research paper award. I want to congratulate the authors of all the accepted papers and presentations, “best papers in track”, and the best overall paper.

My warmest thanks to the track chairs: Türkan Dursun-Kilic, Kishwar Joonas, Grant C. Aguirre, Yi-Chia Wu (Shair), Haithem Zourrig, Marilyn Eastman, Sanjay S. Mehta, Paloma Bernal, Priyanka Khandelwal, Pamela L. Mickelson, and Mel F. Zuberi.

My gratitude to our Distinguished Plenary Speakers from the Albuquerque International Balloon Fiesta: Tom Garrity, Stephanie Prendergast, Paul Smith, Melissa Valles, Laurie Riedle. My very special thanks to Gopala “GG” Ganesh for organizing the workshop “Getting your students better prepared to use Excel and Marketing Metrics”. I also want to thank my colleague Irfan Ahmed for organizing the panel session “Taking Sides, Changing Sides: Incorporating Diverse Perspectives in Marketing Education”, including panelists Sanjay Mehta, Mel Zuberi, Vivek Natarajan, and Lou Pelton.

It was my pleasure to serve as the Program Chair for the Association. This could not have been done without Renée Gravois’ and Irfan Ahmed’s guidance and support.

Enjoy our program and attend as many sessions as you can, network with your old colleagues and meet new ones. Start making preparations to join us in 2019 and help our incoming Program Chair, Grant C. Aguirre, prepare another exciting program in Houston!

Silvia L. Martin, Ph.D.
ACME 2018 Program Chair
California State University, Los Angeles

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**2018 ACME BEST PAPER IN CONFERENCE AWARD
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Consumer Behavior and Customer Relationship Management Track

Are Consumers Rational in the Use of Medications? Examining Consumer Awareness, Attitudes and Behaviors Related to Medicine Use in Turkey

Dilaver Tengilimoğlu, Atılım University, Turkey

Perihan Şenel Tekin, Ankara University, Turkey

Aysu Kurtuldu, Trakya University, Turkey

Türkan Dursun-Kilic, West Texas A&M University

2018 BEST OF TRACK PAPER AWARDS

Consumer Behavior and Customer Relationship Management Track

Are Consumers Rational in the Use of Medications? Examining Consumer Awareness, Attitudes and Behaviors Related to Medicine Use in Turkey

Dilaver Tengilimoğlu, Atılım University, Turkey

Perihan Şenel Tekin, Ankara University, Turkey

Aysu Kurtuldu, Trakya University, Turkey

Türkan Dursun-Kilic, West Texas A&M University

Ethics, Legal, and Public Policy Track

A Framework for Exploring Chinese Business Ethics

Tony Yan, New Mexico State University

Michael R. Hyman, New Mexico State University

Jiani Jiang, New Mexico State University

Global and Cross-Cultural Marketing Track

Changes in Refugees' Consumption Patterns and Well-Being: A Theoretical Framework and Implications for Service Providers

Haithem Zourrig, Kent State University

New Media, Advertising, and Marketing Communications Track

The Evolving Nature of Service Recovery: Examining the Impact of a Digital World

David Baack, Missouri Southern State University

Donald Baack, Pittsburg State University

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BRANDING AND BRAND MANAGEMENT

DRIVERS OF NFP BRAND EQUITY FOR MILLENNIALS

Andrea Finchum, West Texas A&M University

EXTENDED ABSTRACT

This empirical study examines the changing nature of brand equity drivers specifically for not-for-profit (NFP) organizations and specifically for millennial consumers. Faircloth's 2005 study found the antecedents of brand personality, brand image, and brand awareness to be significant contributors to brand equity. However, his data for the underlying dimensions for these three antecedents is inconsistent and even conflicting to the studies overall findings. The present study uses the NFPs identified in Venable's 2005 study and conducts a modified version of Faircloth's 2005 survey to assess the drivers of NFP brand equity for the millennial generation.

The millennial generation represents an important group for the NFP business sector. NFPs are substantially sustained by donated time and money (Hodgkinson, Nelson, and Sivak 2002), and the millennial generation now represents an age bracket that is available and capable of supporting NFP missions. The nonprofit sector is now the third largest employer category in the U.S., and the sector continues to grow ("With Sector Growth" 2015), which means competition for NFP support will also increase in the coming years. The intersection of a growing NFP business sector and the coming of age of the millennial generation makes compelling the need to understand the drivers of NFP brand equity for this segment of the U.S. population.

The brand equity concept has advanced considerably over the last thirty years. Early brand-related research defined a brand as "a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Kotler 1991). To the extent a brand drives a favorable differential response from consumers, brand equity is created (Keller 1993). Thus, brand equity is important to marketers as it increases the probability that consumers will choose a brand (Holden 1992) and pay a premium price for that brand (Farquhar 1989; Aaker 1991).

James Faircloth extended the brand equity conversation to NFPs, leveraging Keller's argument that nonprofits would benefit from favorable brand associations in the recruitment of volunteers and donors (2005). Prior to Faircloth, extent literature was virtually void of discussion relating brand equity to the nonprofit sector. Faircloth's 2005 study endeavored to show not only that brand equity concepts were relevant to non-profits, but also to identify brand equity

antecedents and to consider how these might be leveraged to build brand equity for nonprofit companies. Faircloth separated brand personality from brand image, acknowledging Aaker's 1997 research which demonstrated brand personality to be significant and relevant in and of itself.

Faircloth considered three brand equity antecedents that may impact nonprofits: Brand Personality, Brand Image, and Brand Awareness. His 2005 study demonstrated a significant impact for each of these antecedents on brand equity, but it was problematic for the following reasons:

1. Survey participants were virtually all older than the millennial age bracket. The Faircloth study, therefore, cannot be determined to reflect the perspective of millennials.
2. Faircloth's study addressed the antecedents of brand equity for only a single NFP. A more representative set of NFPs should be included in the analysis of brand equity drivers, as in the Venable et al study (2005).
3. Faircloth's work was preliminary with respect to the brand personality antecedent. Venable et al (2005) identified four personality characteristics (sophistication, ruggedness, integrity, and nurturance) that consumers apply to NFPs. These should be included in the assessment of the impact of brand personality on brand equity.

This study seeks to re-categorize the dimensions of brand equity antecedents identified in the Faircloth study and to understand the importance of these dimensions for the millennial population segment as they pertain to NFPs. To be more specific, this study hypothesizes that the human qualities of brand personality will be significant contributors to brand equity for millennial consumers where this was not so in the Faircloth study for older generations. Further, where the Faircloth work demonstrated a negative relationship between brand awareness and brand equity, this study hypothesizes a positive relationship for NFP categories of interest to the millennial consumer.

Results of this study will contribute to the body of knowledge that expands the application of brand equity to the growing NFP business sector with direct bearing on business tactics to market NFP causes.

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With sector growth, nonprofits likely to face staffing challenges. (2015). *Nonprofit Business Advisor*, (308), 1-3.

DO SMARTPHONE APPLICATIONS CREATE BRAND

CONTINUANCE?

Delmer Nagy, Tarleton State University
Jacob Hutson, Tarleton State University
Justin Johnson, Tarleton State University

EXTENDED ABSTRACT

A growing body of evidence is showing that the power of brands with consumers is weakening (Dawes, Meyer-Waarden, & Driesener 2015). Decreased branding power has been hypothesized to be the result of changes in media choices, specifically the widespread avoidance of traditional television and radio (Mulhern 2009). Consequently, businesses are seeking new channels to interact with customers.

Because social media engages customers as individuals it is believed that this communication channel will increase retention and overcome the challenges facing traditional media channels (Chen, Papazafeiropoulou, Chen, Duan, & Liu 2014, Gamboa, & Gonçalves 2014). While social media provides a communication channel for organizations to conduct branding activities, social media does not guarantee that consumers will purchase that organization's products. Social media does not provide and a direct link to business activities (Gamboa & Gonçalves 2014, Lin & Lu 2015). There appear to be few, if any, switching costs associated with social media to keep consumers from gaining information about products from one business, but then purchasing similar products from competitors (Haucap, & Heimeshoff 2014, Chang, & Chen 2008). Consequently, organizations need a method to close the loop; increase switching costs to ensure that customers not only get information from that organization, but also purchase products from that organization. Smartphone applications may be the answer.

Smartphone applications offer the diverse interaction of web pages, but through specific applications on smartphone devices (Gutierrez, Dreslinski, Wenisch, Mudge, Saidi, Emmons, & Paver 2011). Smartphone applications create a direct link from an organization to an end user (Verkasalo, López-Nicolás, Molina-Castillo, & Bouwman 2010). The direct link created by a smartphone application is similar to an Electronic Data Interchange, or EDI, as the application links customers to business processes. Research has shown that EDI use strengthens the relationships between businesses (Son, Narasimhan, & Riggins 2005).

Smartphone applications in the hotel and reservation context have been shown to increase switching costs. Switching costs are increased by implementing rewards programs, knowing consumer preferences, and offering other benefits (Wang, Xiang, Law, & Ki 2016). This study seeks to examine if smartphone applications create an exclusive branding channel that increases repeat purchasing intentions, or brand continuance. We will investigate this phenomenon through a survey of smartphone users about smartphone applications. The survey integrates Expectation-

Confirmation Theory with technology adoption constructs compare how smartphone applications are being used relative to other business channels.

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**ANTECEDENTS OF INDEPENDENT LIVING: A CONCEPTUAL
FRAMEWORK FOR THE LABORATORY FOR WELLNESS
AND MOTOR BEHAVIOR – A NEW BRANDING CONCEPT**

**Chris Shao, Tarleton State University
Ceyhan Kilic, Tarleton State University**

EXTENDED ABSTRACT

The Laboratory for Wellness and Motor Behavior (LWMB) is a lab that aims to help specifically for stroke survivors. In general, the LWMB provides “access to the benefits of exercise to those who otherwise are disregarded” (Priest 2016). Specifically, it targets people “who have been released from conventional healthcare and usually have had a stroke or injury that has left them paralyzed” (LWMB 2016). And, a majority of these people are from the region, though one of them was from as far as the state of Hawaii (Priest 2016). As far as strategic positioning is concerned, the LWMB would like to be perceived by public as a training center that provides “total well-being” and “total movement needs for independent living” by attending to patrons “with dignity and respect” and with a team approach (Priest 2016).

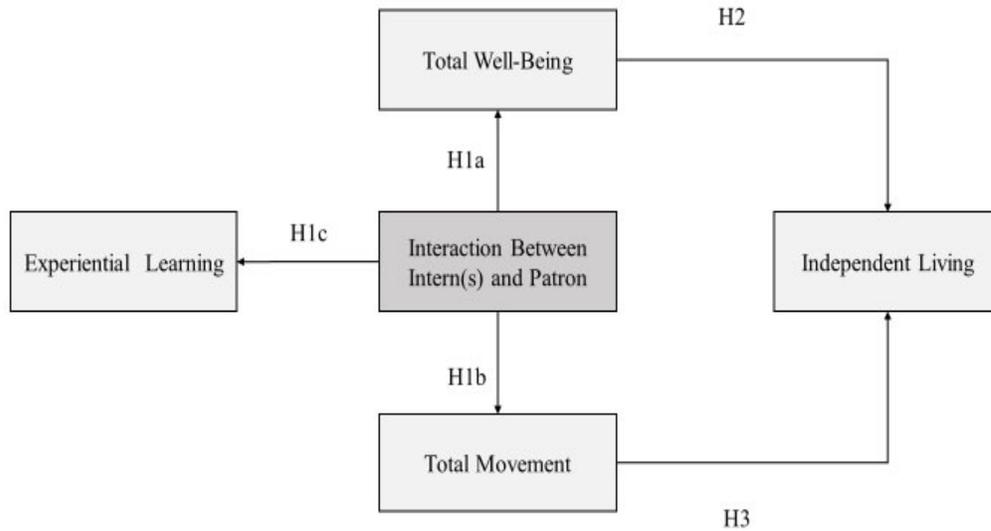
The increase in health care costs, nationally, is steadily on the rise. Many physicians and healthcare providers are working with exercise professionals to provide a “preventative” form of medicine. Furthermore, many companies and organizations are offering employee work-site wellness programs to help employees get “healthy” and reduce insurance, medicine, and physician costs (ACSM Certified News 2010). Another trend within the health/wellness arena is that privacy laws are now applicable to exercise professionals and facilities. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) and The Family Educational Rights and Privacy Act (FERPA) are two laws that health clubs need to adhere to when working with clients and their information (Relland 2008).

Given the marketing strategy recommended, there is no need for the LWMB to expand its offerings. Nevertheless, it is suggested that the LWMB change its brand name. For example, because the term, laboratory, suggests that the LWMB is a place conducive to testing and/or experimentation, the patrons are associated with “subjects”. From the interns’ and the GAs’ perspectives, it seems to be appropriate to use the term, laboratory, given the nature of their responsibilities involved; they are obtaining hands-on experience in a field setting. From the patrons’ perspective, they are much more than “subjects” in a laboratory; they are individuals working on their own future.

The suggested business model is expected to facilitate the LWMB’s continued success and future expansion. The success of LWMB can be measured using four performance variables which are the degrees of the patron’s total well-being, total movement, and independent living and the level of the intern’s experiential learning. In this part of the study, a theoretical framework (Figure

1) that shows relationships between these four performance variables which are defined as the outcomes of the interaction between the interns and patron is proposed.

Figure 1. Performance Outcomes of LWMB's Marketing Business Model



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A COMPARISON OF CUSTOMER SATISFACTION FOR
ONLINE AND IN-STORE RETAILERS: A CASE OF HIGH
TECH PRODUCT PURCHASES

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ABSTRACT

In this study, online versus in-store retailers for high-tech product purchases have been examined. According to the US Commerce Department, consumers spent \$453.46 billion for online sales in 2017, a 16.0% increase from what it was in 2016, and e-commerce represented 13% of total retail sales. Cluster analysis was utilized to segment online and in-store retailers on various variables. To segment the online retailers, product quality, customer service, price, selection, check out easiness, and website usability are used as segmentation variables. To segment in-store retailers, product quality, customer service, price, selection, check out easiness, website usability, walk-in retailer buying easiness, and walk-in retailer website customer support are used as segmentation bases.

CONSUMER BEHAVIOR AND CUSTOMER RELATIONSHIP MANAGEMENT

ARE CONSUMERS RATIONAL IN THEIR USE OF MEDICATIONS? EXAMINING CONSUMER AWARENESS, ATTITUDES AND BEHAVIORS RELATED TO MEDICINE USE IN TURKEY

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EXTENDED ABSTRACT

The high cost of medicines continues to be a major problem in health care. Medication expenses are accounted for approximately 30% of individual and general health expenses. That is being said, one of the problems that beg for attention is potential adverse effects of the irrational use of medications on human health and treatment. It is extremely crucial for politicians, health service providers, insurance companies, NGOs, and the media to do their part in increasing consumer awareness and establishing health and medicine policies that promote the rational use of medicines (RUM). This study aims to investigate the awareness, attitudes and behaviors of consumers with regard to the RUM in a developing county context.

The concept of the rational use of medicines (RUM) is defined by the WHO as “patients receiving medications appropriate to their clinical needs, in doses that meet their own requirements, for an adequate period of time, and at the lowest cost to them and their community” (WHO 2012). Globally, more than 50% of medicines are inappropriately prescribed and sold, and 50% of patients use medicines incorrectly while one third of the world population has no access to essential medicines. This situation is labelled as the “irrational use of medicines” and the various categories of irrational use of medicines are presented below (WHO 2002):

- Too many medicines per patient (polypharmacy)

- Usually the inadequate dosage or the unnecessary usage of medicines taken for non-bacterial infections
- Overuse of injections where oral formulations would be more appropriate
- Prescriptions which are not in accordance with the clinical algorithm
- Self-medication without doctor's control

In many countries, the policies related to the rational use of medicines have been adopted in order to prevent the unnecessary and out-of-purpose use of medicines, and thereby improve the quality of life and provide economic benefits by preventing unreasonably high costs of medicines. In this context, Aaserud et al. (2006) have devised thirteen policy categories pertinent to the rational use of medicines:

- Policies of registering and classification
- Patent and profit policies
- Marketing policies
- Sales and distribution policies
- Prescription policies (in terms of finances)
- Prescription policies (in terms of education and regulation)
- Policies regarding the creation of medication insurance
- Policies aiming to determine the medications which will be subject to repayment
- Restrictions on medicines which are subject to repayment
- Price and sales policies
- Contribution rate
- Informing the patients
- Multi-componential policies

The pharmaceutical industry is one of the most important sectors within the health care services market. The development of modern medicines is a very long, arduous and expensive process that involves research and development (R&D) activities at a large scale that aim to increase effectiveness and efficiency (Ruijter and Orru 2013) in the pharmaceutical market. According to the 2015 Pharmaceutical Sector Report of the Turkish Ministry of Science, Industry and Technology, in 2013, 41% of the sales in the world pharmaceutical market was made by the pharmaceutical companies in America alone while 27.4% of was made by those in Europe, and 16.1% of was made by those in Africa, Asia and Australia.

This study approaches to the issue of irrational use of medicines from a different perspective by examining the awareness, attitudes and behaviors of consumers with respect to the RUM. The study was designed as a descriptive, cross-sectional research. The survey was conducted in the two major cities of Turkey, namely Ankara and Edirne, whose populations well-represent the socio-economic characteristics of the overall Turkish population. The survey was conducted face-to-face with the participants by the researchers and recruited pollsters. The survey

consisted of 37 questions which included statements about various socio-demographic factors and the RUM. The SPSS 22.0 software package was utilized to analyze the survey data. Frequencies and percentages were used for the presentation of qualitative data while chi-square test was used for the investigation of the relationships among research variables.

Based on the research results, it can be concluded that the level of consumer awareness with regard the RUM is not close to where it should be. As a result of the lack of awareness, consumers demonstrate indifference in their attitudes toward the RUM and exhibit some irrational behaviors with regard to the use of medications. It is important that the receivers of health care (patients, patient relatives, and general population) in addition to the policymakers and service providers contribute to the promotion of rational use of medicines by changing their attitudes and behaviors for the success of policy implementations.

This study provides a glimpse of major issues that developing countries are experiencing pertinent the rational use of medicines. The study results reveal the areas that need improvements with regard to the rational use of medicines and the findings have important public health policy implications for governments and healthcare providers.

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DETERMINANTS OF RECALL OF A COGNITIVE LEARNING

TASK IN MEXICO: A THEORETICAL APPROACH

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ABSTRACT

A study will be conducted to investigate the effects of learning style and use of social media among Internet users, on their cognitive recall about a cognitive learning task. There are two independent variables: learning style and social media mode. Learning style reflects how individuals learn a new piece of information, process it, and incorporate it with existing knowledge. It has four levels: Diverger, Assimilator, Converger, and Accommodator. Social media refers to the kind of media used, such as wikis, blogs, YouTube Videos, Facebook, and Twitter. It has two levels: non-participatory and participatory. The dependent variable will be cognitive recall of the users about the cognitive task completed online. The research methodology is a laboratory experiment. The experimental design will be a randomized complete block design. There will be eight – block treatment (2 x 4) effects, assigned randomly to the subjects. The results will be interpreted within the framework of Kolb’s learning style theory and the model of human memory.

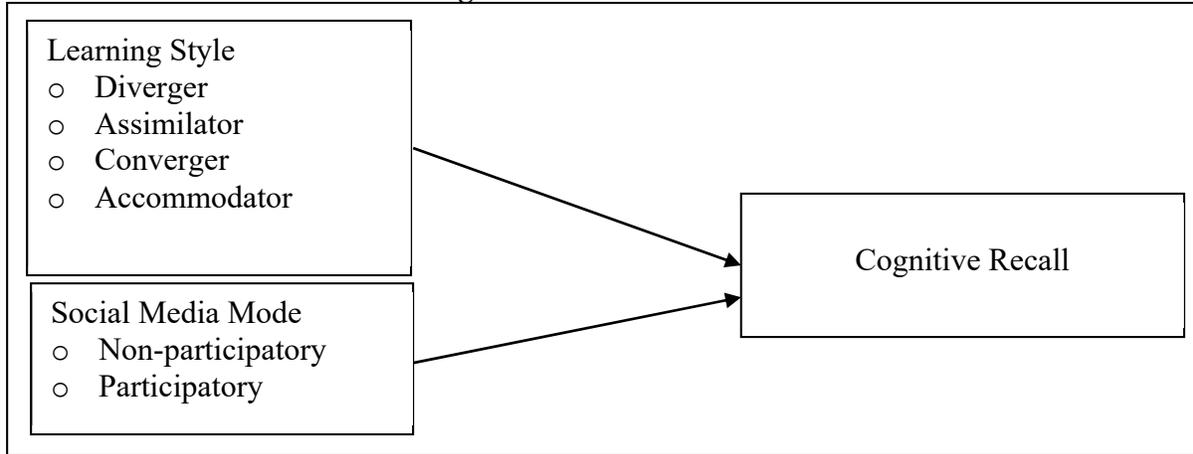
Keywords: Pedagogy, learning theory, social media, interactivity, experimental design, consumer behavior, Mexico

INTRODUCTION AND MODEL

Kolb’s Learning Theory (1984) explains the way in which users learn, process new information, and merge it with existing knowledge. This theory traces the manner in which users learn and solve problems through a cycle comprising concrete experience, reflective observation, leading to abstract concepts creating, and concluding with hypothesis testing via active experimentation. The first is the way in which a person reacts to new information on a “concrete-experience to abstract-conceptualization” continuum. Concrete experience connotes the “affect” element (i.e., senses and feelings). On the other hand, abstract conceptualization connotes the cognitive element (i.e., logic or reasoning). The second is the manner in which new information is processed, comprising a “reflective-observation to active-experimentation” continuum. Reflective observation means watching passively, while active experimentation connotes trying new things. Further, while using social media, the mode may be either non-participatory, or passive; or it may be participatory, or engaged mode. Literature describes the impact of learning style on learning outcomes, and also the impact of social media use on learning outcomes, there is scarce research attention to both these determinants of cognitive recall in a single study.

In 2000, there were 22.8 million students in Mexico within the formal education system grew over eight times from the 1950 level. This number grew to 36.3 million students in 2016, representing almost a 30 per cent of the country’s population. Moreover, in 2016, over 31 percent of college-age students are enrolled in institutions of higher education (Magaziner and Monroy, 2016). Additionally, 59.5 per cent of the population is connected to the Internet (U.S. Central Intelligence Agency, 2017), which would provide access to learning from social media. However, there is little research attention to learning and its determinants in Mexico. We propose to bridge this gap through investigating a model explicated in Figure 1 below.

Figure 1: Research Model



THEORETICAL BACKGROUND

Traditional learning treats the student as a passive observer, and the objective is the transfer of “received knowledge”. On the other hand, interactive learning finds theoretical moorings in writings such as the Critical Pedagogy thesis (Freire, 1968, available in a 2006 English translation), which calls for the liberation of students from oppression, and recognizes their role in the creation of knowledge. Another learning theory, Constructivism (Piaget, 1967), stresses the active engagement of learners in knowledge creation. As students gather additional knowledge, they need to reconcile it with their existing knowledge to create an “improved cognitive schema”. Individual experience, along with subjective assumptions about the environment, form the pillars of knowledge. Students continually test their assumptions via social negotiation.

Further, the Constructivism paradigm was influenced by the Social Development Theory (SDC) or socioconstructivism (e.g., Vygotsky, 1978). SDC posits that development results from social interaction, and that socialization and social behavior impact consciousness and cognition. Social learning through social interaction determines development. In addition, Vygotsky envisages a “more knowledgeable other” (MKO), having a higher level of comprehension or capability than the learner, with respect to a given task, process, or concept - possibly a fellow peer, someone younger, or even a computer. Finally, the zone of proximal development (ZDP) is defined as the distance between the student’s ability to accomplish the task with or without peer collaboration. Initially, humans use culture-based tools to communicate needs; later, they internalize these tools, thereby attaining higher thinking skills, and the ZDP is zone where learning occurs. Thus, learning stems the relationship between humans and the sociocultural context in

which they interact and behave in shared fields of experience. SDC advocates learning environments wherein the student engages in active learning. Reciprocity, or teacher-student collaboration serves to help the student in constructing meaning. An extension of the Constructivist theme is the Social Constructivist Perspective (SCP) (e.g. Palincsar, 1998) via reciprocity, collaboration, and reflection.

Further, Kolb's Learning Theory (Kolb, 1984, Kolb, Boyatzis, and Mainemelis, 2000, Kolb and Kolb, 2009, 2010, 2011) explains the way in which users learn and process new information, and merge it with existing knowledge. This theory traces the manner in which users learn and solve problems through a cycle comprising concrete experience, reflective observation, leading to abstract concepts creating, and concluding with hypothesis testing via active experimentation. The first is the way in which a person reacts to new information on a "concrete-experience to abstract-conceptualization" continuum. Concrete experience connotes the "affect" element (i.e., senses and feelings). On the other hand, abstract conceptualization connotes the cognitive element (i.e., logic or reasoning). The second is the manner in which new information is processed, comprising a "reflective-observation to active-experimentation" continuum. Reflective observation means watching passively, while active experimentation connotes trying new things.

According to Kolb's Learning Theory (1984), a Diverger is typified in applying their own senses and intuition, remaining a passive observer, reflecting on events, rather than participating (as an example: psychology students). An Assimilator is typified as being the most detached, and being a passive observer; whose perception occurs through symbolic representations and thought (as in the case of astronomers). A Converger is typified as the opposite of a Diverger - one who thinks about what is experienced, flowing from reason and analytical skills, through direct participation (as an example, mathematicians and engineers). Finally, an Accommodator is typified as relying on senses and intuition (similar to a Diverger), but one who learns hands-on through active participation (as in the case of social workers, educationists, and students of history).

In this context, the digital environment provides numerous tools for social interactivity and collaboration. A vast majority of Web users use social media. Younger users, in particular, comprising Millennials and Gen Xers, obtain most of their information from social media applications such as Facebook and Twitter. In relation to social media, especially Generation Y or the Millennial Generation, is of current research interest. With its members being typically referred to as "digital natives" (Prensky, 2001), because this generation was born into the digital age, their daily life is dominated by information technology (e.g., Bennett, Maton, and Kervin, 2008; Wesner and Miller, 2008). This cohort identifies, uses, and interacts with content via social media and almost spend their lives online, and its behavior heralds the "brave new world", making it a highly researched topic (Bolton, Parasuraman, Hoefnagels, Migchel, Kabayadi, et al. 2013). Further, Millennials are evidenced to be more interactive in their Internet use as consumers of products and services, significantly more than Gen Xers, both through cellular phones as well as personal computers for engaging with brands and stores. In addition, they use cell phones to engage in social networking, but to a lesser degree than is the case with Gen Xers (Moore, 2012). Moreover, Millennials use interactive tools for fun, as well as accessing applications (Grant, 2005; Moore, 2012, Tsao and Steffes-Hansen, 2008). Millennials search for information through multiple means, including e-mail, cell phones, blogs, and apps. In recognition of the way in which modern users

engage with learning, it is essential to supplement traditional tools, with social media tools for enhanced learning. Drawing on constructivism, Greenhow and Lewin (2016) proposed a theoretical model showing the impact of social media on learning, in settings with varying levels of formality and informality.

In relation to Kolb's learning cycle, as well as Kolb's learning styles, social media performs a similar function. An individual could be either a passive viewer, or an active participant. Social media learning tools such as Facebook, YouTube, Twitter, blogs, and wikis are versatile, and lend themselves to both learning modes- the non-participatory as well as the participatory. As an example, a person may either view or "consume" content, or actively upload content (i.e., the "watching" stage). On the other hand, Instagram is popular application for sharing pictures, while Pinterest can be used to access and save pictures and links, and to organize them. Thus, social media applications lend themselves to content consumption, browsing through information, or accessing available feeds, where the user remain in non-participatory mode. In addition, some social media allows for participation, which means that the user enters the "doing" stage.

Further, experience of social media content can be interpreted to generate "feeling", which would spur reflective thinking. In addition, through active social interaction in participatory mode, "feeling" as concrete experiences could spiral into "thinking". Therefore, participatory as well as non-participatory social media can be said to fit with Kolb's Learning Cycles and Learning Styles.

We examine two research questions. Which student learning style would result in greater cognitive recall about a given learning task (i.e., Diverger, Assimilator, Converger, or Accommodator)? Would participatory social media tools, such as wikis, blogs, YouTube, Facebook, Twitter, and social media apps result in greater cognitive recall in the student's mind regarding the information of a task compared with non-participatory tools? Since this is an exploratory study, we do not set forth hypotheses. Instead, post hoc analyses will be undertaken if support for the following propositions is provided.

Based on the preceding, the propositions in relation to online users in Mexico are:

- Proposition P1: Does learning style affect cognitive recall?
 - Proposition P1a: Do Accommodators have greater cognitive recall than Assimilators?
 - Proposition P1b: Do Convergents have greater cognitive recall than Divergers?
 - Proposition P1c: Do Accommodators have greater cognitive recall than Convergents?
 - Proposition P1d: Do Divergers have greater cognitive recall than Assimilators (most detached)?
 - Proposition P1e: Do Accommodators have greater cognitive recall than Divergers?
 - Proposition P1f: Do Convergents have greater cognitive recall than Assimilators?
- Proposition P2: Do users of participatory social media mode have greater cognitive recall than users of non-participatory social mode?

RESEARCH METHODOLOGY

A laboratory experiment will be conducted, to provide the investigator control in

minimizing sources of errors from the observations and data, thereby reducing bias. A laboratory experiment would allow a higher level of rigor. Since this study is pedagogical in nature, experimental subjects will comprise 120 college students at a Mexican university, which uses Blackboard as a distance learning platform. Subjects will be randomly assigned to the treatments. Data analysis will be conducted through a two-way analysis of variance (ANOVA).

The independent variable will be recall on a cognitive task. Two independent variables, learning style and social media mode, will be manipulated. We will use the Kolb Learning Style Inventory (Kolb, 1984 Version 3.1), which measures students' learning style preference by asking the students to rank-order four statements for each of the 12 items comprising the instrument. Two primary dimensions are created from the four stages of learning, ACCE is the dimension created by subtracting summated score for the Concrete Experience (CE) scale from summated Abstract Conceptualization (AC) score. The AERO dimension represents the difference between summated Active Experimentation (AE) score and summated Reflective Observation (RO) score. The resultant four quadrants created by the two dimensions stand for the four levels of learning styles. Divergers (DV) will have low ACCE and low AERO scores, Convergents (CN) will have high ACCE and high AERO scores, Assimilators (AS) will have high ACCE and low AERO scores, and Accommodators (AC) will have low ACCE and high AERO scores.

Social media mode will have two levels, comprising non-participatory (N) and participatory (P) social media mode. Subjects will be randomly assigned to one of two treatments, participatory or non-participatory social media mode. Subjects would be given a learning task to complete. The participatory group would be able to use social media tools, such as wikis, blogs, YouTube, Facebook, and Twitter to complete their task. The non-participatory social media treatment will exclude those social media tools. The dependent variable is cognitive recall, and will be measured as number of correct responses on questionnaire about the task given and how the users recall the information of the research task. The experiment treatments are shown in Table 1 below.

Table 1. Treatment combinations (Montgomery, 2001)

Learning Style Quadrant		Social Media Mode	Treatment Combination Learning Style and Social Media Mode
ACCE	AERO		
Low	Low	NP	Diverger, Non-participatory social media mode
		P	Diverger, Participatory media social mode
High	Low	NP	Assimilator, Non-participatory social media mode
		P	Assimilator, Participatory media social mode
High	High	NP	Converger, Non-participatory social media mode
		P	Converger, Participatory social media mode
Low	High	NP	Accommodator, Non-participatory social media mode
		P	Accommodator, Participatory social media mode

The experimental design will be a randomized complete block design, a technique that reduces errors, with learning styles comprising the blocks. Since this is a block design, and following the assumption prescribed by Lentner and Bishop (1993), our model will exclude interaction between the factors (i.e., no social media x learning style interaction). The statistical model is shown in Figure 2.

Figure 2: Statistical Model

$y_{ijk} = \mu + \tau_i + \beta_j + \varepsilon_{ijk}$	
	$i = 1, 2, 3, 4$
	$j = 1, 2$
	$k = 1, 2, \dots, n$
where	
y_{ijk}	= the overall effect of cognitive recall of the k th subject
μ	= the overall mean effect
τ_i	= the effect of the i th level of learning style
β_j	= the effect of the j th level of social media mode
ε_{ijk}	= the random error component

Construct validity will be achieved through the literature review, as well as by using the Kolb Learning Style Inventory Version 3.1, which has been validated over varied subjects, studies, and contexts. Reliability will be established by using Cronbach’s alpha, and statistical validity will be ensured via conducting exploratory factor analysis using principal components analysis with varimax rotation.

CONCLUSION

Through this study, we hope to contribute to the body of literature. This study is expected to confirm and extend existing research on the role of learning styles as well as social media in the creation of cognitive recall. Our study will add to knowledge about determinants of cognitive recall among online users and consumers in Mexico, a country that has received scarce research attention. Finally, our study will likely be relevant to the researchers as well as practitioners in various research fields, including psychology, education, organizational behavior, consumer behavior, marketing management, and public policy.

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MEXICAN CONSUMERS' FLOW SEARCH EXPERIENCE: A

STUDY PROPOSAL

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ABSTRACT

Consumers display two patterns of online search behavior. Link-dominant consumers are highly engaged with the site, and indulge in site exploration. On the other hand, search-dominant consumers are highly focused in search of specific information or fulfilling a task. Their search behavior involves the features and interface provides by the site, also known as site interactive modality. The multimedia features of a site typify it as either static or dynamic. This study, in a laboratory experimental setting, presents a review of current literature relating to the consumer's flow search experience created by browsal search behavior and site interactive modality. Consumers feel a heightened state of concentration and enjoyment when absorbed in online search, which is known as experience flow search experience. Through a laboratory experiment in Mexico, we present a proposal to measure the effect of browsal search behavior, site interactive modality, and gender on flow search experience.

Keywords: Flow theory, search behavior, search experience, multimedia, interactivity, consumer behavior, Mexico

INTRODUCTION

The economy of Mexico is among the biggest in the world, valued at \$2.2 trillion, which is ranked second for US exports, and third for US imports. In 2016, Mexico had a sizable population of 125 million, with per capita GDP of \$189,900, with median age 28 years (CIA The World Factbook, 2017). Over nine-tenths of Mexico's trade comes from free trade agreements with more than 40 countries. More than 55 percent of Mexico's imports, and almost 90 per cent of imports, come from trade with US and Canada (Economy Watch 2017). Further, Mexico is a freemarket economy, with civil law and judicial processes influenced by the US pattern (CIA World Factbook, 2017). A recent study (Vuylsteke, Wen, Baesens, and Poelmans, 2010) identified cultural and other characteristics among customers, which impacted their online search and related behavioral processes. On account of these factors, we believe that Mexican online consumers would share some cultural patterns with US counterparts, and would tend to also display similar online search and related processes. However, scant research attention has been paid to Mexican consumers' online behavior; hence the importance of conducting our study in Mexico. This present study will explore the effects of Mexican consumers' browsal search behavior (hedonic as opposed

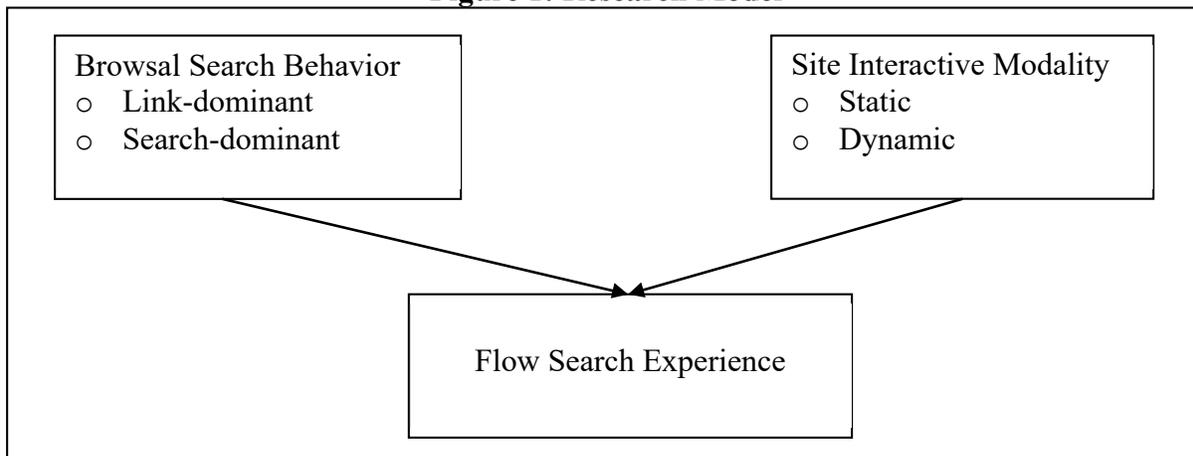
to utilitarian) and site interactive modality (static as opposed to dynamic) on the flow search experience in a laboratory experiment, in an online apparel site.

Online sales represented 1.4 percent of retail sales in Mexico in 2015, and are projected to touch 2.3 percent by 2018. Retail online sales are expected to nearly double from \$7.19 billion in 2016 to \$14.88 billion in 2021 (Statista, 2017). Online consumers are younger in age, and online fashion buying is expected to account for \$4.9 billion (eShop, 2017). Trends would indicate increased online shopping for consumers in the college-age group, a demographic which will be a focus of this present study (Case & King, 2003; Seock & Bailey, 2008).

Clothing is traditionally evaluated based on sight, touch, and trial. Consumers are enticed to explore merchandize with store displays, appealing aural olfactory stimulation, mirrored trial rooms, low-noise and carpeted flooring, as well as consulting store salespersons and peer customers. These features of the shopping experience are traded off with savings and convenience. A richly designed web site makes the shopping experience more engaging and enjoyable (Koufaris, 2002; Lohse, 1998; Seock & Bailey, 2008). It would be essential to enable smooth online search experiences through appropriate site modality.

System quality to assess customer satisfaction is determined by search behavior and site interactivity (McKinney, Yoon, & Zahedi, 2002). Web users get first-hand experience of a web site by navigating and browsing (also called “browsal search behavior”). This behavior is manifested through link-dominant or search-dominant type of search (Assael, 1998; Hoffman & Novak, 1996; Holbrook & Hirschman, 1982; Novak, Hoffman, & Yung, 2000; Wolfenbarger & Gilly 2001). Link-dominant cherish the feel of the search, and enjoy exploring the site. On the other hand, search-dominant users typically find information via the “Search” link to locate a specific piece of information or carry out a task, with minimal exploration and browsal of a site’s various features. In turn, the browsal search behavior lends itself to various interactive features of a site and its interface, which constitutes the site interactive modality. This modality can be classified as static or dynamic, depending on the various multimedia and interactive features of the site.

Figure 1: Research Model



Browsal search behavior and site interactive modality impact the search experience, as users are accessing sites and their product or services through the interactive elements of interface (Figure 1). This interactive system impacts the user experience in eCommerce, creating a potential flow search experience. The flow construct was developed by Csikszentmihalyi (1975, 1990, 2000), and is defined as:

“A state in which people are so involved in an activity that nothing else seems to matter; the experience is so enjoyable that people will continue to do it even at great cost, for the sheer sake of doing it.”

– Csikszentmihalyi, 1990

This present proposal will examine in a laboratory experiment in an online clothing web site, the impact of two types of browsal search behavior - link-dominant and search dominant, and two levels of site interactive modality - static and dynamic, on the flow search experience.

LITERATURE REVIEW

Several researchers have typified browsal search behavior as hedonic, or link-dominant and utilitarian, or search-dominant (e.g., Assael, 1998; Hoffman & Novak, 1996; Holbrook & Hirschman, 1982; Novak et al., 2000; Wolfenbarger & Gilly 2001). Koufaris (2002) likened the importance of different dimensions of human-computer interaction to that of other elements of brand strategy, given the behavior of online consumers, as regular searchers in decision-making, as well as computer users (Koufaris, 2002). Further, search behavior and site interactivity are important determinants of customer behavioral outcomes (Bolton & Saxena-Iyer, 2009). Besides efficiency, consumers seek fun and value entertainment in online search and shopping (Koufaris, 2002), particularly in the purchase of clothing (Kim and Neihm, 2009). Especially in the case of fashion brands, sensory, cognitive, and affective brand experiences online, affect relational experience, and create brand awareness and loyalty in the retail environment (Huang, Lee, Kim, & Evans, 2015). McKinney et al. (2002) opined that site browsal and usability are key factors in assessment of system quality and online customer satisfaction. Other authors associated web site success with browsal, download time, content, site interactivity, and responsiveness (e.g., Palmer 2002). Site usability studies identified about 20 per cent of web users as link-dominant, or experiential in their behavior; while more than 50 per cent as search-dominant, and seek the “Search” button to identify particular information, or complete a particular task (Nielsen, 2000).

Hedonic or link-dominant users experience enjoyment while shopping online (Assael, 1998; Novak et al., 2000), seek pleasure in finding online deals, as well as engaging in social interaction during search and purchase, and explore sites to feel joy in search and shopping for a product or service, being involved through emotions and fun, often using the site for enjoyment or chatting online (Novak et al., 2000). For these searchers, online sensory stimulation through interactivity is crucial, with a higher likelihood of using search engines (Wolfenbarger & Gilly, 2001). Repeat visits to enjoyable web sites are common, and are the result of perceived usefulness accompanied by shopping enjoyment provided by a web site (Koufaris, 2002). Conversely, a web site’s user-unfriendliness, coupled with limited browsal interferes with user control, causing unpleasant emotions and lower likelihood of repeat visits (Dailey, 2004).

In contrast, utilitarian or search-dominant searchers, look upon searching as a means; they are described as “task-oriented” and have a specific goal to look for practical benefits and information regarding product functions, whether browsing online or in a brick-and-mortar store (Assael, 1998; Novak et al., 2000). Instances for going online may include work, or job-hunting (Novak et al. 2000). However, online customers are not simply looking for efficiency in searching and shopping but value entertainment while shopping (Koufaris, 2002). Moreover, literature informs us that an interactive brand web site results in cognitive, attitudinal, and behavioral responses, which are explained by the flow experience (Van Noort, Voorveld, & Van Reijmersdal, 2012). As opposed to web sites for use by not-for-profits and informational purposes, commercial web sites need to be more interesting and engaging (Shneiderman, 1998).

Site interactive modality refers to the personalized interface or interaction between user and the system (Palmer, 2002). Web sites possess the unique distinction of engagement of users through a high level of rich multimedia and interactive features (Agrawal & Venkatesh, 2002). Control through customization and personalization, in addition to multimedia potential, is greatly valued (Palmer, 2002). The user experience is made unique, accompanied by personalized welcome, user profile-driven offerings, and purchase advice. Features such as chat rooms and forums enable communication with seller personnel, and availability of product ratings generate a feeling of community belonging, (Alba, Lynch, Weitz, Janiszewski, Lutz, Sawyer, & Wood, 1997). A higher level of dynamic interactive features of a site create a more positive user engagement (Schmitt, 1999). Online searchers find greater engagement in 3D visual simulation and images (Li, Daugherty, & Biocca, 2001). At least one study supported an increase in the enjoyment dimension within the flow search experience, resulting from higher level of site interactive modality (Skadberg & Kimmel, 2004). Brick and mortar retail cannot match several of these dimensions associated with site interactive modality, which makes virtual search and shopping akin to reality. In addition, Huang (2003) reported significant effect of interactive modality on cognitive enjoyment, a construct from Webster et al. (1993).

Online search entails user capability in completing a specific task, be it search and purchase or entertainment. Both are accomplished with user-controlled interface, in which the user is likely to lose track of time. The user experiences high engagement, complete concentration, deep immersion in the task, and a feeling of time distortion may result in a “flow search experience state”, enabled by the Web (Chen, Wigand, & Nilan, 1999; Novak et al., 2000). Flow search experience or flow theory (Csikszentmihalyi 1975, 1990, 2000), states that individuals achieve a state of flow search experience when they are engrossed in an activity that they may lose awareness of their environment, time, and even self. This is exemplified in athletes “entering the zone”, and video gamers “being lost in the experience”.

METHODOLOGY

As discussed above, we propose to conduct an experiment in a computer laboratory, using a randomized complete block design (Montgomery, 2001). The blocking factor will be browsal search mode. There will be two factors with two levels each: browsal search behavior (link-dominant and search-dominant) and site interactive modality (static and dynamic), resulting in four treatments, with flow search experience as the dependent variable. The four treatments are available in Table 1. Subjects will comprise undergraduate students in an introductory business course in a Mexican university, who will be randomly assigned to the treatments. Analysis will be

done with two-way analysis of variance (ANOVA), with the statistical model depicted in Figure 2 (Montgomery, 2001).

Table 1. Treatment combinations (Montgomery, 2001)

Factor		Treatment
A	B	Combination
-	-	Search-dominant browsal behavior, Static site interactive modality
+	-	Link-dominant browsal behavior, Static site interactive modality
-	+	Search-dominant browsal behavior, Dynamic site interactive modality
+	+	Link-dominant browsal behavior, Dynamic site interactive modality

Figure 2: Statistical Model

$y_{ijk} = \mu + \tau_i + \beta_j + (\tau\beta)_{ij} + \varepsilon_{ijk}$	
	$i = 1, 2$
	$j = 1, 2$
	$k = 1, 2, \dots, n$
where	
y_{ijk}	= the overall effect of flow search experience of the k th subject
μ	= the overall mean effect
τ_i	= the effect of the i th level of browsal search behavior
β_j	= the effect of the j th level of site interactive modality
$(\tau\beta)_{ij}$	= the effect of the interaction between the i th level of browsal search behavior and j th level of site interactive modality
ε_{ijk}	= the random error component

Independent variable browsal behavior: Participants will be asked to complete a survey to ascertain the type of browsal behavior, based on Babin et al. (1994) personal searching value instrument, comprising six items, three each for link-dominant and search-dominant scales. Items will be measured on a seven-point Likert scale, with anchors being 1 = strongly disagree, 4 = neutral, and 7 = strongly agree.

Independent variable site interactive modality: Subjects will be randomly assigned to either a static interactive modality level web site or a dynamic site interactive modality level web site. Subjects assigned to the static level will be instructed to avoid using any of the site's dynamic features.

Dependent variable flow search experience: This variable will be assessed using the six-item flow user experience instrument (Webster, Trevino, & Ryan, 1993), with each item measured on a seven-point Likert scale anchored by 1 = strongly disagree, 4 = neutral, and 7 = strongly agree.

Experimental Laboratory Environment

As stated above, the experiment will be conducted in the controlled environment of a laboratory with computers having a fast Internet connection with Microsoft Internet Explorer. Subjects will navigate one of two commercial apparel retailers' sites. Subjects will comprise undergraduate students in a Mexican university. Participation will be voluntary, with an incentive of 15 points extra credit out of a possible 750 points in the course, or 2%. Non-participants will be offered an equivalent homework assignment for extra credit that will take approximately the same time and effort and awarded the same 15 points of extra credit, in the form of a one-page write-up on an Internet article in a trade journal in the business field on the subject of new emerging technology. The sample will comprise 120 students, being randomly assigned between a static site interactive modality and a dynamic one.

Laboratory procedures: Subjects will be given a session task packet in Spanish translation, comprising a consent form, personal searching value scale, online task requirement, and follow-up questionnaire. After signing a consent form, they will complete the personal searching value scale (Babin et al., 1994) to classify browsal search behavior (link-dominant or search-dominant), access a randomly assigned treatment web site (static vs. dynamic site interactive modality), navigate the site, complete the online searching task, and fill a follow-up questionnaire about their searching experience (Webster et al., 1993) flow user experience instrument. Each session will be about 60 minutes' duration.

As explained above, analysis will be completed with the use of a two-way analysis of variance (ANOVA). In order to ensure reliability (Cronbach, 1951), we will use previously validated and reliable scales as recommended in the literature (Straub 1989). To achieve construct validity (Cook & Campbell, 1979; Kerlinger & Lee, 2000), we will base our experiment on validated scales from the literature (Straub, 1989).

CONCLUSION

Although a vast majority of consumers plan their online purchases, for a significant proportion of consumers, browsing and navigating leads to actual purchases. (Wolfinger & Gilly, 2001). In view of this fact, it would be fruitful for online stores to cater to both hedonic and utilitarian needs of searchers and online consumers (Koufaris, 2002), as this may impact their intention to buy after browsal search and navigation. Higher interactive modality leads to positive consumer attitudes towards a web site (Teo et al., 2003), impacting purchase intent (Jee & Lee, 2002).

We expect that our research will extend the body of knowledge in marketing (online consumer behavior), information systems (ecommerce), marketing and business communications, and psychology. Our research will investigate the impact of browsal search behavior and site interactive modality on flow search experience among Mexican consumers in the light of cultural patterns (e.g., Vuylsteke, Wen, Baesens, and Poelmans, 2010). Our results may be useful to academia and practitioners alike. Specifically, human-computer interaction and web site design researchers may benefit from knowing the effects of browsal search behavior and site interactive modality on user experiences and link them to flow experience or theory. Designers need to take into account the impact of flow search experience on web site's interface design to match

consumers' browsal search patterns and interactive needs. Developers may be able to build better web sites to meet the interactive demands of consumers, offering consumers greater control, along with built-in customization, and personalization. Designers would tailor content and social media interface capabilities for hedonic consumers, and they would aspire toward accessibility and user friendly interface for utilitarian searchers (Van Noort et al., 2012; Wolfenbarger & Gilly, 2001). In sum, the flow search experience during online shopping would be more satisfying, leading to increased repeat site visits (Koufaris, 2002; Van Noort et al., 2012), and increased time spent on the web site; the number of "hits" or visitors on the site; and increased brand recognition or awareness among target consumers (Creswell, 2011; van Noort et al., 2012).

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EXPLORING ATTITUDES TOWARDS ANIMALS: CASES IN TAIWAN AND THE UNITED STATES

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EXTENDED ABSTRACT

This study aims to explore the relationship between the symbolic meaning of animals and their use in commercials and products. With the foundation of Consumer Culture Theory, this study serves as a preliminary study by using American and Taiwanese samples to demonstrate their perception towards animals. The results showed that almost half of the survey question results reflect significantly different perceptions between the US and Taiwanese samples. The intriguing results warrant further research on people's attitude towards animals.

Throughout history animals have played many roles for humanity including: friend, enemy, servant, food, and have even served as gods. They have also been portrayed in various artistic representations (Spears et al. 1996). Aware of this relationship, advertisers have attempted to connect animals to products in an effort to communicate symbolism to consumers. Animal companionship often represents the extended self of consumers (Belk 1988).

Given this agenda, it is necessary to examine how people in Eastern and Western countries view the roles of animals in relations to humans. The perceived meanings of animals as different and even contrary are not only important to each culture but also vital when advertisers decide to use animals in commercials in different cultures. To understand how people in different countries interpret the conveyed meanings of animals used in the mass media, first, advertisers have to understand what animals mean to consumers. Therefore, this study can be used as a foundation in Eastern and Western countries to represent the symbolic meaning of animals in the material world.

Spears et al. (1996) explained the relationships between humans and animals in the material world and they have also been portrayed in various artistic representations. Extending human-animal relationship, a symbolic, embodied, and experienced perspective is the key and is embedded in the reflection of consumer behaviors (Arnould and Thompson 2005). By employing and being aware of this relationship, advertisers intend to connect animals to products resembling symbols towards consumers.

Consumer Culture Theory refers to "a family of theoretical perspectives that address the dynamic relationship between consumer actions, the marketplace, and cultural meanings" (Arnould and Thompson 2005). If consumers perceive animals represented in commercials as their friends, they are more likely to trust the personified figure selling products or services. If consumers do not perceive animals as trusted companions, they are less likely to purchase the products recommended by the personified representative.

This study adopted the model proposed by Spears et al. (1996), which combines the

symbolic communications model and the work of Leach (1970) and McCracken (1986), demonstrating that the natural world is composed of living things with cultural meanings only given and recognized by humans. The status of animals is inferior to humans, according to the proposed model, which enables humans to create a material world by processing resources, including animals and other materials. People are constructed and influenced by the culture; therefore, their attitude towards animals would be reflected in their messages and the media which appears in their surroundings.

The sample of this study is composed mainly focused on residents in Taiwan and in the United States through snowball sampling. The distribution method was posted through social network sites and personal email. The original scale was translated into Chinese, and the translation was examined by the researcher and three additional Chinese native speakers. This study uses a 20-item animal attitude scale developed by Herzog, Betchart, and Pittman (1991). A 5-point Likert scale for the measurement (5=strongly agree and 1= strongly disagree) was used for this study. One-way ANOVA was tested by using SPSS 18.0 to test whether there is a significant difference between the US sample and the Taiwanese sample.

This study demonstrated specific attitudes towards animals in the Taiwanese sample that are significantly different from the counterpart in the US. The US sample believes that humans have the right to determine the right to life of animals more than their Taiwanese counterparts. In addition, the US sample considers the economic gain of human activities more important than preserving animal habitat. Unexpectedly, the Taiwanese sample considers it more unethical to breed purebred dogs than does the US sample.

In nearly half of the items, there was a significant difference between the Taiwanese and the US samples differed. The US sample is in line with the model proposed by Spears et al. (1996), viewing humans as superior to animals and further capable of creating a material world that is composed of nature and a manmade environment. However, for research and medical purposes, the Taiwanese sample showed a stronger willingness to use animals than their U.S. counterpart. These results corresponded to the categories identified by Taylor and Signal (2009). They categorize three major constructs based on people's perception of different animals: pet, pest, and profit (i.e. some we consider as pets, others are pests, and another are used for profit).

The main contribution of this study is to conduct a preliminary test to understand peoples' perception towards animals in the two different cultures. The US consumers focused more on the economic development with the sacrifice of animals' lives than the Taiwanese counterparts. The Taiwanese consumers valued the medical improvements with testing on animals more than did their U.S. counterparts. This attitude perhaps reflects the priorities of each culture. The consumer actions can be relevant to the presentation of a market place that is embedded in the meanings represented by animals (Arnould and Thompson 2005). Thus, meanings attached to the representations of products and objects are in need of further research.

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ETHICS, LEGAL, AND PUBLIC POLICY

CREATING SHARED VALUE: INTERPRETATION AND INTEGRATION IN ASIA, AND STRATEGIC RESEARCH AND PRACTICE DEVELOPMENT

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EXTENDED ABSTRACT

Porter and Kramer (2011) propose CSV as new business strategy that insists achievement of both social and economic values by competitive business models. One of the heightened factors of CSV in terms of its popularity among practitioners and academics is the connection of strategy with social goals (Crane et al. 2014). The central premise of CSV is that “competitiveness of the organization and the betterment of the communities surrounding it are mutually dependent”. Hence the concept of CSV is that understanding and leveraging the connections between societal and economic progress can unleash the next wave of global growth and to redefine capitalism (Crane et al. 2014; Pfitzer et al. 2013).

In contrast to previous major strategic research, we first start by creating three research questions in order to develop new conceptual and empirical understandings on CSV in Asian dynamics: (1) Can CSV be embraced as business strategy in Asia?; (2) How lucrative CSV can be pursued and is possible as business strategy-focused sense in Asia?; and (3) What kind of business-society relationships is existed and how CSV can contributable to the relationships as strategy-focused sense in Asia? Then, by analysing Asian managers and stakeholders’ responses to those questions, we identify some missing puzzles of CSV logics in Asian context – as an outcome, the propositions and Asian CSV framework which glean out latent factors of Asian CSV.

To examine our research questions by considering the shortcomings in understanding CSV as business strategy in practice in Asian context, we employ ‘Strategy as Practice (SaP)’ perspective (Johnson et al. 2007; Vaara and Whittington 2012) as methodological lens. We performed comprehensive qualitative research by gathering various data during the period of 2014-2017. The primary corpus of data for the study comes from 77 in-depth face-to-face interviews

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GLOBAL AND CROSS-CULTURAL MARKETING

ONLINE AND OFFLINE SHOPPING BEHAVIOUR IN INDIAN

MARKET

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ABSTRACT

Advancing technologies and forthcoming new business ideas develop new opportunities and new customer experiences. The consumers in the Indian market are overly stocked with variety of shopping options both online and offline. Online shopping comes with the maximum charm alluring many customers. On the other hand, it comes with its own drawbacks such as transaction fraud, product quality dissatisfaction, etc. Retail shopping is clouded with time consumption but offers real-time product testing and witnessing. This study will highlight the impact of both the online and offline shopping on Indian consumers. For this purpose, a thorough study of the two approaches to shopping as well as their effect on the consumers' behavior has been done.

INTRODUCTION

With the increasing popularity of internet and social media, the buying behavior of Indian consumers has changed dramatically. Moreover, modernization of cities and changing life styles have been influencing the shopping habits of customers to the great extent. Online shopping has been growing in its popularity over the years, mainly because people find it convenient and easy to bargain shop for the comfort of their home or office and time saving.

Consumer behavior is the process of decision-making involving physical activity in acquiring, evaluating, using and disposing of goods and services. Thus, the process of consumer behavior is not only about buying a particular good or service, but it starts its way before any purchase has been made. The process of buying starts in the minds of the consumers who consider relative advantages and disadvantages of buying a particular product after weighing alternatives to the product under consideration. Understanding the process of decision-making for the purchase and then the post-purchase behavior as well as customers' satisfaction level that is what becomes crucial for any business to prosper. This post-buying consumer behaviour gives the market players

a clue about the success or failure of their product. Online consumer behavior has become an emerging research area with an increasing number of publications every year. India has 32 million people reported to be active Internet surfers (Euromonitor – 2016), which is 5.2% of its adult population. Thus online shopping has changed the lives of the consumers, suppliers, and distributors but also of those organizations that have or have not accepted these phenomena. Online shopping behavior can be defined as a consumer overall experience of making purchase of any product or service via internet. In other words, a consumer may at his or her discretion buy products for their comfort from their home via an online store. Thus, in this study we will compare the effects of online shopping and retail shopping on Indian consumers.

RESEARCH OBJECTIVES AND METHODOLOGY

The main objective of this study is to compare the consumer buying experiences and purchases in online market and retail (offline) markets in India, as well as analyse the impact of online shopping on consumers.

The research question: Which of the following approaches: online shopping market or retail shopping market has larger impact on consumers in India, and how it affects the consumers.

The present study evaluates how the consumers are impacted by online shopping and retail shopping in India. Research hypothesis is that the online shopping development in India has reached its critical level to impact significantly the whole market and Indian customers.

The data was collected using a structured questionnaire designed to find the answers for the research questions related to achieving the objectives of the research. The questionnaire was circulated using social media to get more independent responses from the participants. The assessment was based on customer attitude in terms of their loyalty and satisfaction level on a 5-point scale in order to find out relationship between the two approaches.

Thus, having analyzed the opinions of 257 respondents, which were obtained from the online survey, we looked into the key variables such as number of purchases made online and through retail shopping, what types of products are purchased more online or offline, customer service characteristics, quality perception of products purchased via online shopping portals and retail shops.

LITERATURE REVIEW

According to a study by Dhanabhakyaam (2016), consumers of all ages still prefer physical stores to ecommerce shopping in Indian market. Online market gets media hype every now and then in India with new alliances, sales offers, and various schemes; it hasn't completely taken over the consumer trust as retail shopping has. Mostly the buyers prefer to buy electronics/computer related products online. Most consumers prefer in-store discovery for popular retail categories including furniture, apparel, accessories, as well as health and beauty products. A whopping 80% of all consumers prefer to test products in a physical store. "Immediacy, ease, and accuracy" were some of the reasons people cited for preferring to test the products in-store. Most important part is self-picking the product from the store, which is assurance to consumers as well as reduces chances

of any fraud during transaction (Patel 2015). Besides, returning goods in retail shopping is much easier instead of hours spent in call customer care for web shopping portals. Thus the retail market still has its charm and glory, and online market has just begun to really compete with the former one. Therefore, what is happening in relation to people in India who have scarcity of time, online shopping portals over power retail shopping in India.

Gender differences play a vital role in online shopping or any kind of purchasing decision. Gender identity is the degree a man or a woman identifies with masculine and feminine behaviour traits. Thus, gender differences imply to variation in social roles and responsibilities of men and women, which make them respond differently in any purchase of products be it online or offline. Demographics, household structures, desires, emotions, ethics and personality, group influences, culture, psychological composition, social surrounding and upbringing are considered key factors responsible for purchasing behaviour (Alreck & Settle 2002). The marketers find it very difficult to develop different strategy for both males and females and presenting in the same catalogue. Some marketers believe that a common measure is good enough to handle the issue whereas others feel it is workable to formulate separate strategy for both.

Mostly the Indian consumer population especially in cities are working either part-time or full-time and earn a substantial income than the rural counterparts. But reaching and interacting with them in market where they are still out-of-reach is another challenge for the merchants. Bakewell et al. (2006) made an interesting study, which revealed that young generation (18-25 years) has immense purchasing power, and they spend on clothing two-third out of their total income. Euromonitor (2016) found an interesting feature in terms of spending on clothing; age is a stronger determinant of women's budget than their socio-economic status. Spending on clothing is an illustrative example of the phenomenon found. Studies show that 20-24 and 25-34-year-old female groups are of paramount magnitude to the marketers as women are more anxious about style of clothes than its quality (Rajput et al. 2012).

Since various studies show that female buyers either working or housekeepers, are more inclined toward apparel purchase, be it branded or non-branded, in any case they are more likely to be attracted by online shopping. It also demonstrates that female buyers make their decisions after careful review and consideration, which may not be seen in the male buyers' behaviour. Thus, we can say that women buy variety of products both online and offline market place whereas males prefer buying electronics from online market and the other types of products in retail shops.

Any business is directly or indirectly affected by various socio-demographic factors. Those factors come from the variety of the consumers at the market linking their buying behaviours. Often companies try to analyse the underlying demographic traits in order to understand the consumer behaviour and then build strategies to target those consumers. The following are often compiled and analysed demographic factors in India:

- **Income:** India is a mix of different income-level consumers, ranging from the lower income class to the elites. Majority of consumers in India lie in the spectrum of middle income level class, which is growing, prospering, and exposed to forthcoming changes in cities. Thus, time-saving opportunities attract the young, working Indian consumers, which is the advantage of online shopping portals. People with lower incomes are more sensitive

to the product prices and hence get swayed by the popular discounts. Thus, any merchant has to do a thorough research of what kind of products to avail to attract particular customer target groups.

- **Age:** Any business appeal to a certain age groups. Younger Indian generation, which is below 35, is more influenced by gadgets. Since 65% of India's population lies within this bandwidth, new businesses target them often.
- **Geographic region:** Buyer's preferences often vary over different geographic regions. This is certainly linked with the prominent culture of the place, what affect consumer behaviour. For example, McDonald's burger, the most popular in the U.S.A., isn't that popular in India because all the ingredients are raw vegetables without any added spices. Thus, it was their failure in Indian market to introduce it. Later the *aloo-tikki* burger by McDonald's attracted the attention of Indian consumers since it was a mix blend of their culture.

ONLINE SHOPPING IN INDIA

In the very beginning online the shopping started in UK by Michael Aldrich and then slowly spread to India among other parts of the world. As per the most consumer reviews, online shopping is getting more popular than the traditional concept of shopping in stores or shops. Online shopping gives many advantages compared to the traditional retail shopping since its arm's reach much farther by using internet with door delivery service. Thus, the consumers are saved from crowded markets and long queues wasted hours. With online shopping in the market it's beneficial to both parties: buyers and sellers. Both buyers and sellers do get customer reviews about the products, which actually helps them to make their services more effective in the future. The products bought online vary from minor purchases of books, grocery, clothing, footwear etc. to that of major supplies like furniture, electronics, cars, residential buildings etc. And any kind of services may be ordered online. Therefore, online portals are having an exponential growth rate, which is presently around 200% a year, with major increase in the sales of electronics and its equipment. Apparels and accessories (30%) emerged as the second biggest product category after consumer electronics (34%). Other popular online searched categories include books (15%), beauty & personal care (10%), home & furnishings (6%), baby products (2%), and healthcare (3%). Most popular online Shopping portals in India are www.homeshop18.com, www.flipkart.com, www.yebhi.com, www.myntra.com. American online retail giant Amazon.com has also made an entry into the Indian market in 2012 with Junglee.com, an online shopping site powered by the \$48 Bln company (Deepali 2013).

A study conducted at global level marks India as the fifth largest retail destination globally, with very high chances of India to get to the topmost favourite place in the list. India's internet penetration rate is 7.1%, which is more than that of the USA or UK. With more than 65% of India's population compassing youngsters as well as over half of the population having work, it presents a fairly attractive market to the merchants around the globe. The ecommerce industry stood at roughly INR 9200 crore in 2008. The online travel sites contribute to around 75-80% of the whole online shopping market in India. The rest of the market is formed mainly by classified, retailing (online purchase of goods) and digital downloads. In Flip Kart they say they have revenue of 500 Million INR (\$11 million) in a fiscal year and is now clocking sales of about 10 Million INR a

day. The top executives of the Future Group, India’s largest retail company, say that their daily online sales are on their way to be tripled in the current financial year (Dwivedi 2012).

Thus, we can say that, the opportunities in the Indian consumer market for online shopping portals are huge and can be diversified into many areas. There are many untouched or fully harnessed product lines, which still attract consumers to retail shopping in India (see Table 1).

Table 1. Advantages and Disadvantages of Online Shopping

Advantages	Disadvantages
<p>Easy Access: 24x7 access available via internet at any place we choose</p>	<p>Fraud: Since no face-to-face transaction, there may be credit-card fraud, information breach or delivery of low quality products differing from the order placed.</p>
<p>Assortment: Variety available with a mix of both high-quality and mild-quality goods and services looking at the income range of people.</p>	<p>Hacking: With web portals hacking is a major problem, which can lead to stealing consumers’ names, credit card numbers from merchant’s websites.</p>
<p>Information: Customer reviews about certain product also help new ones to make a decision.</p>	<p>Phishing: Sometimes customers are fooled thinking that they are dealing with a reputed online seller, which may not be the reality.</p>
<p>No headache to travel: Offline shopping has the cost of travelling to the particular outlets and with high petrol prices and long distances in city, it’s a cumbersome process.</p>	
<p>Low Prices: Due to low maintenance cost, online shopping portals offer products at comparatively lower price ranges than the retail shopping.</p>	

SWOT ANALYSIS FOR ONLINE SHOPPING IN INDIA

Strengths

- a. **Purchasing Power of the middle class:** Increasing population of Indian middle class consumers is providing a wider rainbow for the merchants in online trading. The working middle class in India collectively has a purchasing power of 6 trillion USD annually.
- b. **Population Demographics:** As per a study, the growth of working population in India will be around 117 million in the next decade as compared to China’s 4 million. From 2020, India will have additional 98 million people in its workforce while China will contract to 51 million. It is one of the most attracting features of any merchant to begin or prosper his business via online portals.

- c. **Low Retail Penetration:** The penetration rate of organised retail in India is as low as 6 to 8%, in comparison with USA and UK where it's around 85% and 80% respectively. This provides ample opportunities to the vendors online with less risky retail market.
- d. **Aspiring Middle Class:** With this group population of 121 million, India is larger represented than countries like Germany and UK. Moreover, the rural population is still undiscovered by the retailers, which can provide more benefits to their market share. As per estimation for 2021, approximately 67% of Indians will still live in rural areas but increasing migration to cities and job opportunities provide more population in cities with easy access to internet and scarcity of time.

Weaknesses

- a. **Political Uncertainty and Regulatory Requirements:** The FDI policy and future scope in retail has political instability in India. With opposition parties against the government's decision, this policy still hangs in the air.
- b. **Poor Infrastructure and Supply Chain Management:** According to the FDI regulation any retailer will have to invest a substantial amount in building the infrastructure, which obviously takes time. In the meantime, due to poor infrastructure, complex tax structure of taxes, high cost of fuel, high dependence on the road transportation, etc. which leads to high cost of production, in certain cases going beyond 15-20%.

Opportunities

- a. **Innovation:** Due to Indian Government's new policies coming every fortnight to enhance Indian market as well as "Make in India" project, more innovation in each sector is expected to grow tremendously with increasing inflow of FDI. Due to this, there may be two major areas where change may take place in the nearest future:
 - R&D and innovation capacity
 - Technology investments
- b. **Digital strategy:** Digitalisation is not just the legacy of e-commerce but it's the way interaction will change in a few major areas including changing business models (e-commerce, e-payments and mobile transactions), employment opportunities, customer engagement, and investment in new digital technologies.

Consumers' demand in terms of improvement in user experience, browsing, time saving, as well as the amount of secured online transactions is increasing day-by-day. Retail and consumer organisations need to develop a new orientation of engaging customers to improve the overall customer experience.

Social media is also becoming a popular consumer awareness tool for informing about various discounts, offerings, especially for those who seek advice about products and compare brands. Social media analytics is another major focus area for retailers.

- c. Customer-centric approach:** Product innovation is no longer the topmost priority of the retailers these days but giving the product whole new story, an identity with background, working out the entire store – that is what may appeal to the customers. The following are factors that can make a difference:
- Experience design
 - Digital change
 - Analytical insights
- d. Changing the regulatory scenario:** The Indian government led by Prime Minister Narendra Modi made the following two significant announcements, which will help in a big degree in developing the Indian retail sector:
- Permitting foreign investment in multi-brand retail trading
 - Simplifying the rules for single brand retail trading to make it more business-friendly

Threats

- a. Availability of land and real estate:** Increasing real-estate price in cities is a threat to both retail vendors and online portals. Online shopping portals need to use a physical space to carry out their operations, which may not come as handy in big cities.
- b. Human capital:** Human capital management still remains in the top three agenda points for the retailer. Their significance in any industry can be anywhere from 20 or 25% in non-food and grocery business to as high as 60% in the food and grocery segment.

Now as we can see online shopping is grabbing the attention of consumers in the Indian market more toward itself than the retail market. So now realities of retail shopping and how it works will be described in details.

RETAIL SHOPPING IN INDIA

Retail industry in India like in other countries is one of the largest among all the industries, be it a developed economy or a developing one, accounting for over 10% of the country's GDP and around 8% of the employment. In India retail industry has huge potential with one of the fast paced growth rates; it comprises several new players entering the market every few years. However, not all new entrants experience success due to the heavy initial investments that are required to break even because of fierce competition. The definition of shopping has been modified tremendously in terms of consumer buying behaviour, which leads to a revolution in the industry. The modern retail-shopping has started in the Indian market in the form of shopping centres, multi-storied malls and the huge complexes that offer shopping, entertainment, and food – all under one roof. Indian consumer market has high proportion of middle class, which provides an opportunity to the retail market attracting many global investors worldwide to enter this market. Indian retail is expected to grow 25% annually. Modern retail in India could be worth US\$ 200-220 Bln by 2020. The food retail industry in India dominates the shopping basket. The sales of mobile phones in the retail industry in India reached a US\$ 16.7 billion business, growing at over 20% per year

(Deepali 2013), The future of the Indian retail industry looks promising with the growing market, new government policies becoming more favourable, and the emerging technologies facilitating operations.

RETAIL FORMATS IN INDIA

- a. **Malls:** The largest form of organized retailing today. Mainly located in metro cities, in proximity to urban outskirts, spread over area from 60,000 to 70,000 sq ft. and above. They lend an ideal shopping experience with an amalgamation of product, service and entertainment, all under a common roof. Examples include Shoppers Stop, Pyramid, and Pantaloons.
- b. **Specialty Stores:** Chains such as the Bangalore based Kids Kemp, the Mumbai books retailer Crossword, RPG's Music World and the Times Group's music chain Planet M, are focusing on specific market segments and have established themselves strongly in their sectors.
- c. **Discount Stores:** They offer huge discounts on products by selling in bulk, reaching economies of scale, or sell excess stock left over at the season. The product category can range from a variety of perishable to non-perishable goods.
- d. **Department Stores:** They mainly consist of large stores varying from 20,000 to 50,000 sq. ft., depending upon the consumer needs. Among these stores, the biggest success is K Raheja's Shoppers Stop, which started in Mumbai and now has more than seven large stores (over 30,000 sq. ft) across India and even has its own in store brand for clothes called Stop.
- e. **Supermarkets:** Large self-service outlets, offering goods for diverse customers' needs. These are located in or near residential places. These stores today contribute up to 30% of all food & grocery organized retail sales. Supermarkets can further be classified into: mini-supermarkets typically 1,000 to 2,000 sq ft and large supermarkets ranging from of 3,500 to 5,000 sq ft. having a strong focus on food & grocery as well as personal sales.

SWOT ANALYSIS OF RETAIL SHOPPING IN INDIA

Strengths

- If retail market in India is modernised using more technological tools, it will provide an advantage to organized retailers over the unorganized retailers. Successful organized retailers today work closely with their vendors to predict consumer demand, shorten lead times, reduce inventory holding, and ultimately save cost. Example: Wal-Mart pioneered the concept of building competitive advantage through distribution & information systems in the retailing industry. They introduced two innovative logistics techniques: cross-docking and EDI (electronic data interchange).

Weaknesses

- **Less Conversion:** The conversion rate has been very low in the retail outlets in a mall as compared to the standalone counter parts. It is seen that actual conversions of footfall into sales for a mall outlet are approximately 20-25%. On the other hand, a high street store of retail chain has an average conversion rate of about 50-60%. As a result, a stand-alone store has a ROI (return on investment) of 25-30%; in contrast the retail majors are experiencing a ROI of 8-10%.
- **Customer Loyalty:** Retail chains are still struggling with proper arrangement of merchandise mix for the mall outlets. Since the stand-alone outlets were established long time ago, they have stabilized in terms of footfalls & merchandise mix, and thus have a higher customer loyalty base.

Opportunities

- The Indian middle class is 30 Crore & is projected to grow to over 60 Crore by 2020 making India one of the largest consumer markets of the world. The IMAGES-KSA projections indicate that by 2022, India will have over 55 Crore people under the age of 20 - reflecting the enormous opportunities possible in the kids and teens retailing segment.
- Organized retail is only 3% of the total retailing market in India. It is estimated to grow at the rate of 25-30% p.a. and reach INR 1 Bln by 2020 (Mallick 2015).
- **Percolating down:** In India it has been found out that the top 6 cities contribute 66% of total organized retailing. The 'retail boom', 85% of which has so far been concentrated in the metros, is beginning to percolate down to these smaller cities and towns. The contribution of these tier-II cities to total organized retailing sales is expected to grow up to 20-25%.
- **Rural Retailing:** until today, most of India's population has been living in villages and small towns, which is still the focus area of most retail merchants. ITC launched India's first rural mall "Chaupal Saga" offering a diverse range of products from FMCG to electronic goods to automobiles, attempting to provide farmers a one-stop destination for all their needs." Hariyali Bazar" is started by DCM Sriram Group, which provides farm related inputs & services. The Godrej Group has launched the concept of 'agro-stores' named "Adhaar", which offers agricultural products such as fertilizers & animal feed along with the required knowledge for effective use of the same to the farmers. On the other hand, Pepsi is experimenting with the farmers of Punjab for growing the right quality of tomato for its tomato purees & pastes.

Threats

- If unorganized retailers are put together, they sell similar amounts of products as a large supermarket with no or little overheads, and still they have high degree of flexibility in merchandise, display, prices and turnover.
- **Shopping Culture:** shopping culture has not developed in India so far, especially in less developed cities, towns and villages. Even now malls are just a place to hang around with family and friends, and largely confined to window-shopping.

FACTORS AFFECTING ONLINE SHOPPING BEHAVIOR OF CONSUMERS

Diffusion of innovation: The innovation in terms of information technology and marketing research has lured many customers toward online web market. Consumers who are innovative (mainly the young generation in India) are more likely to shop online in comparison to consumers who have spent their entire life shopping in wall-structured stores. Acceptance to innovation comes with a willingness to change and adapt with new upcoming technologies and options.

Perceived risks: Online web portals involve a risk in transaction when customers need to share such information as credit card details, name, address, phone number for delivery purpose. The level of uncertainty in online purchase process influences the consumer process of perceiving certain risks including non-delivery, product quality risk, financial risk, etc.

Internet usage in India: Internet has stretched its range globally covering every country in the world. It has also led to the emerging global market place for exchange of goods and services. In India, citizens use internet mostly for e-mail, job search (both 51%), bill payment (18%), banking (32%), stock trading (15%), and matrimonial search (15%) (Internetworldstats 2017).

Price: Indian consumers are subjective to the product price and they do compare price range on different online web portals and retail shops. Most of Indian consumers belong to a working middle class who maintains a budget living and hence price is their serious concern.

Quality: Quality is the recipe for customer satisfaction. It is one of the main components to provide an edge in business competitive advantage. More often quality is judged via product-based approach, which states that the differences in the quantity of ingredient or various attribute of a product reflect in divergence in quality of that product. Consumers shopping online are liable toward their hobby, product quality, or impulse purchases. Therefore, the pictures available on the web portals serve as the source by which consumers evaluate the product.

CONSUMER TRUST IN ONLINE MARKET

There always should exist mutual trust between a buyer and a seller in any transaction. Sellers should be able to make customers like their product, need it, believe to the seller and make the buyer purchase the product. On the other hand, buyers should be able to have a self-satisfaction and certain level of confidence in the product they are buying. Online shopping is yet to gain higher level of customer's trust. The latter lacks physical factors and physical interaction, which serves as the brick of mutual trust among buyers and sellers in the case of traditional selling. So, this is one of major issues e-commerce investors face.

Another resistance to online shopping is the mode of payment or transaction. Most of the online transactions can lead to a breach in customer privacy if the web-site is hacked. Many consumer details such as credit cards, name, phone number, and address are available on these web portals, which can be used for some other illegal purposes. This is a major concern for many users while practicing shopping on less secured platforms (online market) in comparison to more secured form of traditional retail shopping.

In the Table 2 the authors summarized and depicted the most popular and successful online shopping portals that have emerged in India in the past decade and have posed a threat to the retail market.

Table 2. Major Shopping Portals in India

Founding Year	Websites	Services Offered
2002	Indian railway catering and tourism corporation www.irctc.co.in	Online railway tickets, hotel booking, flights booking, holiday booking etc. Comprises 45% of all visitors to travel websites in India and 19% of total Internet audience
2007	Flipkart www.flipkart.com	The biggest online megastore in India which offers wide range of products like electronics, mobiles, books, clothing, kitchenware and more. It also introduced in-a-day guarantee with an additional charge of INR 90.
2010	Snapdeal www.snapdeal.com	Online marketing and shopping company, which is one of the cheapest online Mobile stores. It sells products like Electronics, Footwear, Clothing, Automotive, Books, Furniture etc.
2012	Jabong www.jabong.com	It has been a front runner among online shopping websites in India. Unlike other shopping sites, Jabong doesn't offer electronic products. Instead the site specializes in Apparel, shoes, accessories, beauty and home accessories.
1995	Ebay www.ebay.in	Ebay.in is a part of ebay.com. It hosts a wide range of products like electronics, mobiles, apparels, collectibles, sports equipment, etc.
1994	Amazon www.amazon.in	The international giant e-commerce retailer recently stepped into India with an Indian version site www.amazon.in . The store hosts wide range of products like electronics, mobiles, laptops, books, fashion jewellery, kitchenware and more. In-a-day guarantee is available at amazon at an extra charge of INR 99.
2007	Myntra www.myntra.com	Myntra offers top fashion and lifestyle brands in India. Myntra sells fashion and lifestyle products like clothing, footwear, bags and more.

Based on the above analysis, the comparison of online and offline shopping has been done by the authors (see Table 3).

Table 3. Online vs. Retail (Offline) Shopping

Online shopping	Offline Shopping
Convenience: Consumers can spend hours shopping on web portals while being in leisure. People only need an internet connection for it.	People have to travel to the malls or shopping places, which is not easy in cities.

<p>Choices: People can choose among thousands of options available on these sites and can compare them on various web portals.</p>	<p>One mall provides limited edition of choices and for another variety set consumers have to travel to another mall, which again is not simple as said.</p>
<p>Time saving: It's the best time efficient mode of shopping wherein people can buy at any time of day or night, in case of urgency, and from any place (with internet).</p>	<p>Travelling time and the time wasted in choosing and selecting over and over takes a toll to consumers.</p>

SCOPE AND PURPOSE OF THE STUDY

The scale of online shopping is increasing at exponential rate and is impacting the retail business by taking away the customers toward contemporary online and omni-channels of trade. Therefore, the scope of the study is to analyze the extent to which consumer buying behavior has been affected by the commencement of online shopping portals, and how this affect is different from the one done through the retail shopping. Consumer preferences in India are affected by various contributing factors, and they make a huge impact on the psychology and conception of shopping patterns. The issue of trust while shopping online is still a major concern in comparison with the retail shopping approach. Thus, the main purpose is to highlight the effect of online shopping on Indian consumers; and the secondary objective is to understand consumers' perceptions of and their buying behavior toward both online and offline shopping.

CONCLUSION, DISCUSSION, LIMITATIONS, AND FUTURE SCOPE

The research outcomes allow to confirm the hypothesis that at Indian market the degree of impact of online shopping portals on the consumer minds has reached a significant level, what affects all market channels, including the retail shopping, online shopping and omni-channels. Online shopping sites, which are gaining popularity among the trending generation in cities and metro cities are yet to prosper and completely acquire the trust of Indian customers whereas the retail shopping or the offline market needs to develop new ideas to sustain and increase the number of customers at their doors. Online shopping comes with the biggest advantage of time-saving and easy access, which makes it more lucrative than retail shopping. At the same time online shopping is restricted to only a certain product range. Online market is blooming and still needs to be properly taking control of entire market but with more R&D and technology usage being involved; that day isn't so far. Media hype, advertisements have also worked in favour of online web portals. Thus, we can justify that the impact of online shopping on Indian consumers highly exceeds the impact of retail shopping.

This study has been done through social media and is not particularly focusing on any particular city in India. Therefore, any further future study can target a city of interest and investigate on a deeper level the impact on that consumer market. Also, the variables taken in the questionnaire are generalized for the purpose of research, thus more inclusion of demographic factors affecting the consumer behavior can be taken to analyze. Since online shopping is marching toward high growth, the statistics of each and every web portal hasn't been discussed in this study so far, nor have the flourishing retail malls in cities been analyzed in depth in this study, which is a wide scope for any future study.

For fellow learners, this study serves as a basis to understand the retail market in India, in particular its prospects, growth, history, and threats it's facing with the advent of online shopping. Indian consumers' lifestyle is changing day-by-day, and any new investor can have a clear picture, which dimension (online market or offline market) to indulge their money. The detail information on customer preferences in online market and usage of various web portals can be utilized to analyze the trends in India and know the pros and cons of both types of shopping options.

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BRIBERY AND CORRUPTION: A QUALITATIVE CONTENT
ANALYSIS OF STUDENTS' PERCEPTIONS OF A BRIBERY
AND CORRUPTION CASE SCENARIO

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EXTENDED ABSTRACT

Ethical behavior and corporate social responsibility (CSR) are important topics in the education of business college students. Moral behavior is critical for the success of business graduates in today's global business environments. Many schools of business have in their mission statements the desire to educate business graduates who have been instructed and sensitized to ethical values and corporate social responsibility. An important part of corporate social responsibility is the prevention of bribery and corruption in global business.

This study adopts the World Bank's definition for corporate social responsibility as "a contribution by business to sustainable economic development working with employees, their families, the local community, and society at large to improve their quality of life, in ways that are both good for business and good for development" (World Bank 2003; Alon et al. 2017). Corruption is defined by Transparency International (2002) as "the misuse of entrusted power for private gain." This definition applies to both the public and private sectors. Bribery is defined as either "money or favor given or promised in order to influence the judgment or conduct of a person in a position of trust" or "something that serves to induce or influence" (Merriam Webster 2007). In the multi-national and multi-cultural ethical environment of this study, the author recognizes that value judgments and ethical standards differ widely among diverse culture groups (Chong and Ahmad 2015; Cateora et al. 2016; and Bernardi et al. 2008).

The purpose of this case study is fourfold. First, determine students' perceptions of the element of bribery and corruption. Second, students' perceptions about the impact of bribery and corruption on corporate image and performance. Third, identify appropriate anti-corruption policy measures needed to reduce corruption in business; and fourth, compare the study's findings with other cross-cultural studies. Specifically, the goals of the study are to determine the degree to which students learn and internalize the subject of corporate social responsibility and ethical business behavior, and to compare the study findings with other cross-cultural studies.

METHODOLOGY

Marketing students who have studied materials on corporate social responsibilities (CSR) and ethical behavior in business will be given a case scenario. In the case scenario, officials of a government department in a developing country are demanding a bribe before the department performs its obligated service to a subsidiary of a multinational company. Students will be

provided with readings materials covering CSR principles and concept, and given lectures on CRS, bribery and corruption. Students, individually, will be required to respond to CRS and ethical questions regarding the case scenario below.

CASE SCENARIO

You are the Purchasing Manager of XZY Company, a Subsidiary of an American Corporation in a developing country. Your imported raw materials for manufacturing have arrived at the seaport of that developing country. The customs officials of the country unofficially are demanding \$1000 bribe to facilitate the release of your raw materials to you. If you pay the bribe, the Customs Department will release your raw materials shipment to you in 5 days. If you do not pay the bribe, your shipment will be released to you in about four weeks.

CASE ASSIGNMENT

Instructions: Read the above Case Scenario and discuss your perceptions of the questions below:

- a. What is your view of bribery and corruption in business and society?
- b. What is your view of giving a bribe for a service in business as you find in the case scenario?
- c. What appropriate anti-corruption policy measures would you suggest to a business management to help reduce corruption in the business organization?
- d. Respond to the customs department (in the case scenario) whether or not you will give the bribe. Explain your reasons for your decision.
- e. Discuss your action plan to develop CSR and anti-bribery policy, educate your company employees in ethical behavior, and strategies for solving problems similar to this case.
- f. Demographics: Give your gender and nationality.

ANALYSIS OF STUDY FINDINGS

The qualitative data collected in this study will be analyzed to determine the degree to which students have learned the effects and importance of corporate social responsibility and anti-corruption behaviors on business and society. Cross-cultural differences in perceptions of students will also be determined. Finally, the study's findings will be compared with previous studies in the subject area of corporate social responsibility, and bribery and corruption in business.

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CHANGES IN REFUGEES' CONSUMPTION PATTERNS AND
WELL-BEING: A THEORETICAL FRAMEWORK AND
IMPLICATIONS FOR SERVICE PROVIDERS

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EXTENDED ABSTRACT

Refugees as a vulnerable group of consumers remain understudied (Kriechbaum-Vitellozzi and Kreuzbauer 2006; Jentsch et al. 2007). One such unexplored area in marketing is the way of how refugees cope with stress, particularly the adjustments refugees make to their consumption patterns, and how these subsequent changes affect their well-being. Worldwide, policymakers, international organizations, and refugee agencies are alarmed at the growing issues related to changes in consumption patterns as well as the negative effects of these changes on refugee well-being (World Food Programme WFP report 2013). The 2015 United Nations report has pointed to high rates of poor health among refugees (e.g. diabetes, heart diseases and malnutrition) echoing the need to investigate the changes in their consumption patterns (UNHCR 2015). Research on refugees also converges to same conclusions; individuals who have experienced food deprivation and insecurity during a war and who, after resettlement, have abundant access to food will likely engage in consumption activities that increase the risk for becoming overweight and obesity (Peterman et al. 2010). Even more striking, refugees are susceptible to alcohol and drug abuses (Streel and Schilperoord 2010).

In a same vein, marketing research points to some maladaptive behaviors among consumers who are exposed to life-threatening events; consumers who undergo a trauma resulting from an exposure to mortal events during a military conflict are likely to engage in maladaptive consumption activities such as impulsive buying and compulsive purchasing (Ruvio et al. 2014). Likewise, consumers who have experienced a stress originating from unpredictable life changes, are likely to engage in maladaptive consumption activities such as an excessive consumption of anti-depressants, alcohol, and cigarettes (Moschis 2007).

Understanding the types of stress behind changes in consumption patterns could help resettlement agencies and service providers offer appropriate support to refugees. For instance, one can argue that buffering a long-lasting stress (i.e. chronic stress) originating from a recurrent stressor would require an emotional support (e.g. expressing sympathy, empathy, caring), whereas easing a stress necessitating an adjustment within a short period of time (i.e. acute stress), would require an instrumental support (e.g. assistantship, housing and training). Likewise, tracking undesirable changes in consumption patterns resulting from particular stressors would help prevent lasting negative effects on refugees' well-being and develop customized rehabilitation programs (e.g. cognitive behavioral therapy, etc.). Taken together, providing a comprehensive view of the effects of stress on refugees' consumption patterns and their well-being is of a key importance for

refugee programs. These require multiple interventions, complex collaborations, and a better coordination between refugee organizations and service providers (Finsterwalder 2017). This is especially true in a context where aid for refugees and support programs remain sparse and fragmented (Morland and Levine 2016).

Therefore, this paper focuses on changes in refugees' consumption patterns viewed as consumers' efforts to cope with stressful events in order to adapt to new living conditions. More specifically, this paper examines how changes in refugees' consumption patterns occur and how these could affect refugees' well-being. Getting a better understanding of the underlying mechanisms by which refugees cope with stress would assist practitioners, agencies, and governments in managing the currently fragmented interface between refugees and service providers.

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MARKETING EDUCATION AND EXPERIENTIAL AND SERVICE LEARNING

SEGMENTING PRESENT DAY UNDERGRADUATE COLLEGE

STUDENTS USING VALUES AND BEHAVIORS:

RELATIONSHIP WITH PERFORMANCE AND SATISFACTION

OUTCOMES

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EXTENDED ABSTRACT

Understanding the behaviors and motivations that college students bring to class support university faculty and administration in the quest for retention and completion of undergraduate degrees. This study identifies four segments of college students on the basis of access to resources and motivations and investigates similarities and differences in academic performance and satisfaction with the learning experience among these groups.

Based on SRI International's VALS framework, resources measured in this study include common behavioral study habits (ability to concentrate, scheduling), innovativeness, indulgence, impulsivity, time management skills, goal setting, and prioritization. Motivation is operationalized using goals and self-expression. Demographic information such as academic load, time spent in paid work, gender, major, and age was collected. Perceived academic performance and satisfaction with the learning experience was also measured in a sample of 124 undergraduate business students.

Hierarchical cluster analysis identified four segments labeled "Matured," "Aspiring Achievers," "Talented Wanderers," and "Impulsive and Immature." The "Matured" profile (18.8%) was the oldest (33 years) and spent the greatest number of hours in paid work (35.4). This group also carried the least academic load (7.8 credit hours). Matureds demonstrated the lowest cumulative grade point average (CPGA) but were the most satisfied with the learning experience.

The “Aspiring Achievers” group was the largest (39.3%), and exhibited excellent study habits, time management, goal setting and prioritizing and academic self-efficacy. These students were also the least impulsive and exhibited the highest CPGA and perceived performance. “Talented Wanderers” ranked at the bottom in motivation, academic self-efficacy, time management skills, and study habits. Equaling the Matures in top CPGA, Talented Wanderers perceived performance ranked at the bottom with level of satisfaction ranked third. The “Impulsive & Immature” group (26.5%) were the youngest with poor study habits, low motivation, but high in self-expression and impulsivity. This group ranked third in time management skills and academic self-efficacy, fourth in CPGA and perceived performance but 2nd in satisfaction with learning experience. See Table 1.

Table 1. Mean Comparison of Value Variables by Student Profiles Using ONEWAY Analysis

	Matured	Aspiring Achievers	Talented Wanderers	Impulsive & Immature	
Group	Profile 1 (n=15)	Profile 2 (n=46)	Profile 3 (n=25)	Profile 4 (n=31)	F-Value
Motivations					
Ideals	4.65 (1)	4.55 (2)	3.59 (4)	4.20 (3)	24.88 ¹
Achievement	3.98 (3)	4.46 (1)	3.47 (4)	4.09 (2)	15.37 ¹
Self-Expression	4.04 (3)	4.23 (2)	3.29 (4)	4.26 (1)	13.99 ¹
Access to Resources					
SH-Notes	4.23 (1)	4.24 (1)	3.46 (2)	3.26 (3)	18.89 ¹
SH-Concentration ²	3.13 (2)	2.93 (3)	2.93 (3)	3.25 (1)	1.26
SH-Scheduling ²	3.23 (2)	2.84 (4)	3.01 (3)	3.86 (1)	18.64 ¹
Propensity to take Risks	3.49 (3)	3.53 (2)	2.83 (4)	3.70 (1)	8.611
Impulsiveness	2.16 (3)	2.10 (4)	2.53 (2)	3.01 (1)	10.24 ¹
Goal-Setting & Prioritizing	3.53 (2)	3.75 (1)	3.27 (3)	2.87 (4)	13.41 ¹
Academic Self-Efficacy	4.00 (2)	4.14 (1)	3.01 (4)	3.64 (3)	21.83 ¹
Time at Work	35.4 (1)	15.89 (4)	19.44 (3)	19.68 (2)	6.00 ¹
Academic Load	7.80 (1)	14.80 (1)	14.00 (3)	14.39 (2)	33.57 ¹
Demographic					
Age	33.13 (1)	21.59 (3)	21.60 (2)	21.45 (4)	60.29 ¹
Percentage of Sample	18.8%	39.3%	21.4%	26.5%	

¹ p < 0.05

² Low mean indicates high ability to concentrate & starting school work early and not late
Ranking of means for each variable is provided within parentheses

Post Hoc, gender and major (marketing or not) revealed significance only for gender. While 41% of males were in the Impulsive & Immature segment, 62.3% of the females in the sample were in the Aspiring Achievers group. The relationship between major and profile was not significant, however, it was interesting to note that 40% of Aspiring Achievers are marketing majors as well as 40% of the Impulsive & Immature.

Based on these profiles, university faculty and administration can develop programs to effectively reach these groups. Using specific types of outreach required to support the needs of each group such as time management and study skills should result in moving satisfaction in a positive direction while eliciting greater feelings of connection and community with the university.

SUGGESTIONS TO INCREASE COURSE EVALUATION

RESPONSE RATES IN ONLINE COURSES

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ABSTRACT

Different delivery formats of education have increased rapidly over the past decade. With increases in technology, many higher education institutions have transitioned from traditional in-class evaluations delivered in the classroom to the online delivery of course evaluations. While results are mixed on the effectiveness of online evaluations, the online method of evaluating teaching effectiveness is here to stay. This paper provides an overview of the conversion to online evaluations and suggestions to increase response rates in online teacher evaluations.

INTRODUCTION

Student rating instruments have a variety of names including teaching evaluations, course evaluations, students' evaluations of teaching (SETs) and student ratings of instruction (SRIs) (Linse 2017). Student evaluation of instruction is a key factor in determining effectiveness (Kozub 2010) and is often used to determine promotion and tenure decisions. In addition, these evaluations are useful in strategic planning and curriculum improvement (Liu 2011) and have become an important indicator of university quality of educational services (Estelami 2015). Past research indicates that student ratings can be valid indicators of teaching effectiveness and are congruent with evaluations gathered through other means such as peer evaluations (Marsh and Roche 1997; Renaud and Murray 2005).

With online learning formats, students have more choices available to complete an education. As with any new pedagogical method, terminology for online instruction is evolving. These terms include some of the following: distance learning, hybrid courses, accelerated courses, blended courses, web-enhanced, teleweb and multi-modal learning (Gilroy 2008). In a 2008 report on online education (Allen and Seaman), the following definitions are used (p. 4):

Traditional course – A course where no online technology is used.

Web facilitated – A course that uses web-based technology to facilitate what is essentially a face-to-face course. May use a course management system or web pages to post the syllabus and assignments (1 to 29% of content delivered online).

Blended/hybrid – A course that blends online and face-to-face delivery. Substantial proportion of the content is delivered online, typically uses online discussions and typically has a reduced number of face-to-face interactions (30 – 79% of content delivered online).

Online – A course where most or all of the content is delivered online. Typically have no face-to-face meetings (80+% of content delivered online).

As the use of technology increases, the traditional methods of taking advantage of a captive audience in a classroom setting to administer teaching evaluations has shifted to an online system where students can complete the evaluation on their own time. The main advantages to the change are faster feedback to the instructor and cost savings. Unfortunately, with the switch to online evaluations, response rates plummeted. In the online world students must make a special effort to complete evaluations (Benton 2008) and often do not complete evaluations for all classes. Non-response bias is a concern (Adams and Umbach 2012; Wolbring and Treischt 2016). While results are mixed on the effectiveness of online evaluations; it is clear that the online method of evaluation is here to stay. This paper provides an overview of the conversion to online evaluations and best practices to increase response rates in online teacher evaluations.

FACULTY CONCERNS

After implementation of an online system for instructor evaluations, many administrators discovered that their enthusiasm for online delivery was not shared by many faculty or students (Burton, Civitano and Steiner-Grossman 2012). Faculty concerns are related to the quality of data to accurately evaluate teaching, low response rates, the ability of students who did not attend class to complete the online evaluations, the inability to determine if the intended student completed the evaluation and an overall mistrust of the system. Student enthusiasm is gauged by the completion of the evaluations online. The response rate has, in general, declined significantly with the transition to online evaluations.

At an East Coast university, professors expressed concern over the transition to online evaluations. The following comments summarize the concerns (edited for brevity):

“I have already lost the opportunity to have evaluations for one of the best classes I ever taught. The online evaluation was activated the week before the end of class with the deadline at midnight of the last class. Only one person completed the evaluation. The inflexibility in the implementation of our online system has deprived my promotion file of a great course.”

“Response rates are low for most of us on campus, around 30%. Even faculty teaching in computer labs report low response rates.”

Much of the concern from faculty is due to the perception that there is a difference between traditional and online ratings of teaching effectiveness. Research showed minimal or no differences between the two modes (Dommeyer et al. 2004; Heath et al. 2007; Smither et al. 2004; Thorpe 2002). Some research showed more favorable ratings in the online mode when compared to the traditional paper-and-pencil method (Burton et al. 2012; Carini et al. 2003; Tomsic et al. 2000). Linse (2016) makes clear what student ratings are and are not: Student ratings are student perception data; Student ratings are not faculty evaluations; Student ratings are not measures of student learning. Despite calls for administrators not to place such heavy weight on students’

evaluations of teaching, the use of these instruments often determines, to a great extent, whether or not faculty are granted promotion, recognition and/or tenure.

ACCEPTABLE RESPONSE RATES

There is not a definite answer to what is an acceptable minimum response rate for students' evaluations of teaching. According to research by Leamon and Fields (2005), reliability of students' evaluations of teaching increased with the number of students completing the survey. Gerbase, Germond, Cerutti, Vu, and Baroffio (2015) compared paper and online evaluation of teaching to determine the minimum response rate needed to maintain precision in the online format. They concluded that about a 50% response rate is needed. Their study indicated a larger variance in student responses in the online method, which raises instability and affects the precision of the measure.

According to Nulty (2008), it depends on what is being done with the data. If the responses are used to increase teaching effectiveness then any number of responses will suffice. If, however, the evaluations are used for promotion and tenure decisions then a high response rate is preferred (over 70%) to improve reliability and validity of online evaluations.

ADMINISTERING STUDENT EVALUATIONS

Sell (1988) suggests the following guidelines for administering student evaluation questionnaires to improve reliability and validity of results. Although these guidelines are before the online mode of delivery became accepted, many are still valid:

- Format should be clear and consistent
- Students should remain anonymous
- Students should be given adequate time to complete the questionnaire
- Students should not be allowed to discuss their ratings while they are being administered
- Questionnaires should be administered during the last 4 weeks of a semester (but not the last day and not during or after an exam)
- Someone other than the one being evaluated should administer the questionnaire, or at the very least, the one being evaluated should leave the room
- A student should collect the questionnaires and deliver them to an independent office for scoring
- 80% minimum attendance of the student population in a course is necessary on the day an evaluation is administered
- Do not use a numeric questionnaire in courses with fewer than 10 students (use open-ended, written response items instead.)

SUGGESTIONS

The reality is that many universities have invested a great deal of money in an online evaluation system to assess teaching effectiveness. Therefore, online evaluations are here to stay. The focus should be on ensuring validity and reliability while increasing response rates. If there is no difference between paper based and online evaluations of effectiveness, faculty need to be

convinced of this. A series of studies carried out at Brigham Young University during a three-year period from 1997 to 2000, showed an increase in response rates for students' online evaluations of teaching, from an initial rate of 40% to 62% in 2000. The factors below may result in an increase in response rates for student online teaching evaluations (Johnson 2003):

- Student access to computers
- Amount and quality of communication to teachers and students regarding the online rating system
- Communication to students regarding how student ratings are used
- Faculty and student support of the online rating system

Despite the decrease in response rates across the board, some faculty members are still able to achieve impressive response rates in the online world. The following are ideas from faculty with a 70% or greater response rate and at least 30 students in their classes (Faculty Strategies 2012).

- Mention improvements made to the course in response to past evaluations
- Guide students about how to write helpful feedback
- Build rapport with students throughout the semester
- Create a culture of feedback in the course
- Reserve a room and a block of time when students can complete the course evaluations
- Provide reminders when the evaluations are active
- Make clear that you value student feedback

According to Nulty (2008, p. 305), professors can increase the response rate in online evaluations if they follow these guidelines below. Those who use more of the approaches will achieve higher response rates (Nulty 2008, p. 305).

- Provide a demonstration of how to submit an online response in order to reduce any computer-related questions.
- Push the survey. Make it easy for students to access the survey by providing the survey URL in an email sent to them.
- Remind students of the deadline date of the evaluation and the importance of results after each class. Professors can also have the survey web site programmed to automatically email reminder notices to survey non-respondents on a regular basis.
- Extend the duration of a survey's availability since there is a higher chance that students will respond.
- Explain in the course syllabus the importance of student input for course improvement and that their evaluations are taken seriously and do effect change.
- Provide in-class time for students to fill out the online form using their laptops.
- Reinforce the message that instructors will not have access to individual student. Evaluations, but would be given summary reports only after the course grades are submitted.

- Persuade students that their response will be used. Students should believe that a professor will take their feedback seriously and specific actions will be taken to solve the issues raised.
- Help students understand how to give constructive criticism, which will help convince them that their comments will be heard.
- Create surveys that seek constructive criticism so students feel engaged with the questions.
- Involve students in the choice of optional questions to make the survey more interesting for students and support the efforts of persuading students that their responses will be used.
- Keep questionnaires brief to increase the likelihood that students will complete a survey.
- Direct students to a computer laboratory where they could submit their evaluations.

STRATEGIES TO AVOID

In most cases, incentives provided by faculty are discouraged because it may be interpreted as bribery or another form of pressure. Therefore, making participation a course requirement, offering extra credit for participation or mentioning importance in faculty salary, promotion, or tenure decisions are discouraged. In the online course evaluation world, it appears faculty must become involved in emailing, encouraging, begging, reserving a computer room, etc. Many faculty to offer extra credit points or other forms of frowned-upon incentives to increase response rates. While faculty won't publicly admit to offering incentives, the pressure to provide data for tenure and promotion is strong, and on many campuses, there are not policing systems in place to monitor these practices.

Faculty members wishing to increase the evaluation response rates are creative. For example, a faculty member offers an extra credit assignment if the class reaches a pre-determined target of evaluation completeness. Once the class reaches the desired response rate, then an extra credit quiz or assignment will be offered to everyone. This practice protects student anonymity and doesn't directly give extra credit for completing the evaluation.

CONCLUSION

Despite research that assures there is no difference in ratings between traditional and online modes of evaluation, faculty still have significant concerns about lower response rates and the perception of the impact of lower response rates on overall faculty teaching effectiveness ratings. Faculty are also concerned about the validity and reliability of online evaluations, both with respect to non-response bias and whether responses genuinely reflect the views of students who are in good standing. In the paper-based delivery of course evaluations, faculty participation and stress was minimal (bring the evaluations to class and have a student administer it). There was a captive audience so faculty did not have to worry as much about low response rates. Since students who stopped attending classes, were, in most cases, not present when the paper versions were administered, there was not the potential for those students to fill out the evaluations as there is in the online format.

Even if most students not attending class do not fill out the online evaluation, the perception that these students are rating the professor low in all categories exists. For students, instead of the evaluation process being part of the regular class time, the student now must be proactive to fill

out the online evaluation for numerous classes. In the paper format, participation from one student in evaluations for numerous classes was only dependent on the student being present in class on the day of administration. Now a student can choose which classes to complete an evaluation; A student taking numerous classes may not fill them out for all classes. Students can discuss their evaluations with other students prior to filling out the evaluation and may expect an incentive to complete the survey.

Regardless of these concerns, the administration of teaching evaluations in an online format are here to stay. It is recommended that university-wide incentives be developed to take the onus away from faculty. Decisions that will affect promotion and tenure must be multi-faceted and based on more than faculty ratings (Benton and Cashin 2011). It is also recognized that faculty need to be involved in increasing response rates because it affects their careers. Those faculty members that are more proactive will receive higher response rates compared to those that do nothing to encourage student participation in online evaluations of teaching effectiveness.

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MARKETING STRATEGY AND INNOVATION

THE MODERATING EFFECT OF CULTURE ON A FIRM'S

COMPETITIVE ADVANTAGE: THE FAST FOOD CHAIN

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ABSTRACT

Previous research has focused on the influence of cultural dimensions on brand personality as well as the standardized positioning strategy in heterogeneous markets. This study provides a conceptual model focusing on the attributes of Porter's generic strategy leading to a competitive advantage and the impact of cultural dimensions as a moderating effect. This study is based on one of Keller's (1993) dimensions of brand knowledge which is brand image, and seeks to examine the impact of cultural dimensions on the firm's competitive advantage.

INTRODUCTION

The purpose of this study is three-fold. First, examine the prominent strategy, based on Porter's generic strategy, which allows a firm to achieve a competitive advantage. Second, explore the moderating effect of cultural dimensions on consumers' perception of a firm's competitive advantage. Third, this study attempts to test the healthy positioning strategy, categorized as differentiation strategy, of a fast food chain in emerging markets with cultural dimension as a moderator. This prominent strategy plays a key role in determining a firm's competitive advantage and is the focus of this study. This strategy involves two major research questions: RQ1. How does a firm's selection of a prominent strategy influence its competitive advantage? RQ2. How do cultural differences impact consumers' perceptions in evaluating a firm's competitive advantage?

LITERATURE REVIEW

Understanding the values in a particular country enables marketers in the development of advertising, marketing communication, and brand value creation (Zhou and Dou 2008). Therefore, the direction of a firm's strategy has a direct impact on the consumer's acceptance rate in heterogeneous markets that can assist in leading to the success of a firm's financial performance.

Day and Wensley (1988) proposed a source, position, and performance outcome framework to help construct a firm's competitive advantage. The three elements are exclusive to one another but it is crucial that they be examined in combination. To differentiate a firm from its competitors, top management has to focus internally on the competitor-centered approach; i.e., configuration and total costs, and externally on evaluations such as customers' ratings on choice criteria and value evaluation. Cultural factors are particularly essential as they are an essential dynamic that affects consumers' purchasing behavior.

Porter's Generic Positioning Strategies

A firm's ultimate goal is to survive, achieve superior profitability, and serve the customer's needs. Developing a sustained competitive advantage is a pathway to achieve these goals. Hence, firms have to position themselves with distinct differentiation within the industry. Porter (1980) proposed that firms choose from three 'generic' positioning strategies: cost leadership, differentiation, and focus strategy. This study utilizes Porter's generic positioning strategies as a foundation for the tested model (See Figure 1).

Hofstede's Cultural Dimensions

In 1988, Hofstede and Bond proposed the famous five-dimension cultural model by collecting survey data from the employees in over 70 subsidiaries of IBM around the world. This study is based on the five cultural dimensions: individualism-collectivism, power distance, uncertainty avoidance, masculinity-femininity and long-term orientation as well as being influenced by the Confucian dynamic (Kanousi 2005). The marketing strategy has to be modified according to cultural differences. If the company has studied and is aware of their market segment, it can specifically target their customers in order to achieve superior financial performance.

A Fast Food Chain in Western Europe and Russia

In Russia, consumers are used to "value-oriented" food driven by the American culture that serves customers large amounts of food at a cheap price. On the opposite end of the spectrum, Western European consumers prefer to pay higher prices for healthier and smaller portions of food. Therefore, Quick, a Belgian-French fast food chain which is popular in Western Europe, faces these and other cultural challenges in entering the new market.

Based on the previous literature, this study proposes the following:

Proposition 1: The higher the quality of the fast food, the higher the competitive advantage of the firm.

Proposition 2: The lower the price of the fast food, the higher the competitive advantage of the firm.

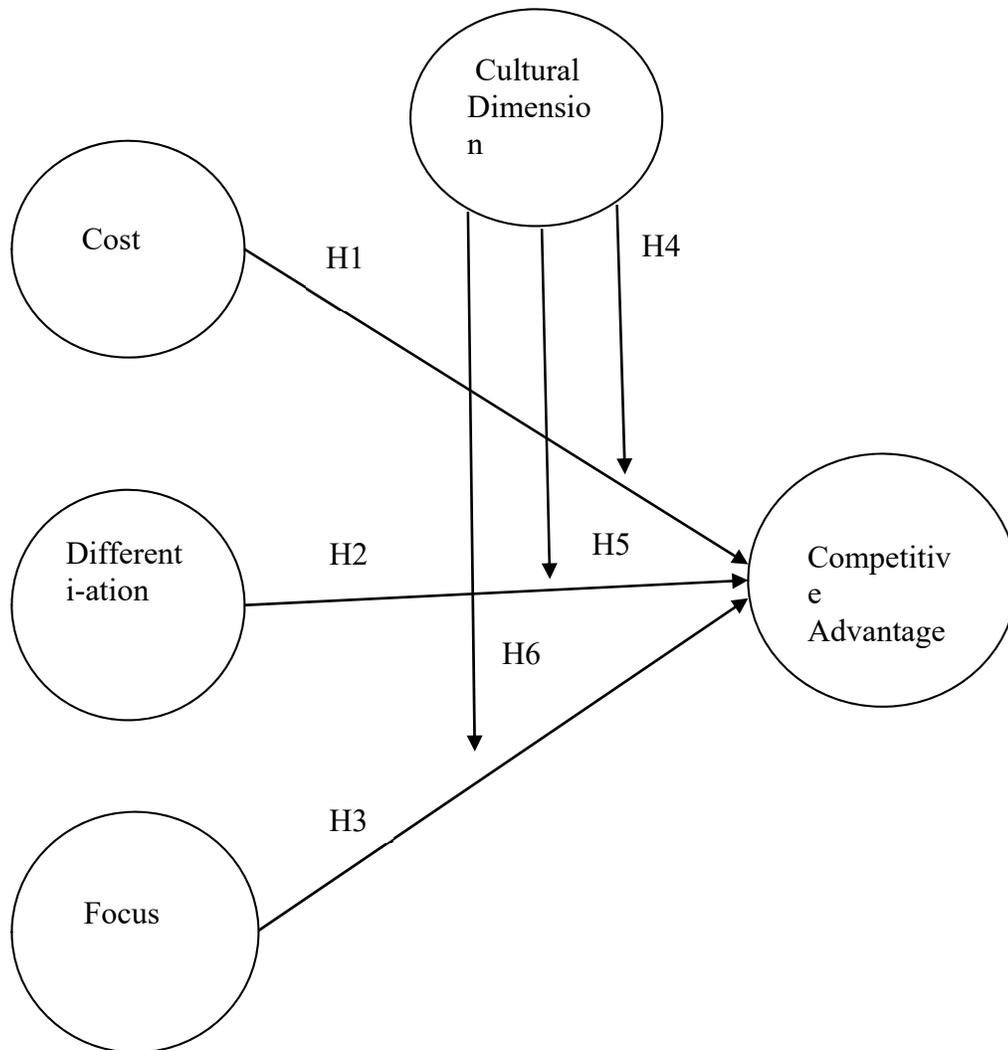
Proposition 3: The higher the product differentiation or variety of the fast food, the higher the competitive advantage of the firm.

Proposition 4: The positive impact of the high-quality fast food on a firm's competitive advantage is moderated by (a) individualism/collectivism, (b) masculinity/femininity, (c) power distance, (d) uncertainty avoidance and (e) long-term orientation.

Proposition 5: The positive impact of low-priced fast food on a firm's competitive advantage is moderated by (a) individualism/collectivism, (b) masculinity/femininity, (c) power distance, (d) uncertainty avoidance and (e) long-term orientation.

Proposition 6: The positive impact of differentiated fast food on a firm's competitive advantage is moderated by (a) individualism/collectivism, (b) masculinity/femininity, (c) power distance, (d) uncertainty avoidance and (e) long-term orientation.

FIGURE 1
Generic Positioning Strategy Model



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THE INFLUENCE OF CUSTOMER AND SUPPLIER NETWORK

TIES ON INTERNATIONAL DIVERSIFICATION

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EXTENDED ABSTRACT

Drawing on resource-based view (RBV) of the firm and network theory as theoretical backdrops, this research examines the impact of the structural complexity of firms' customer and supplier networks on international diversification. According to RBV, the principal reason for the existence of complex customer and supplier networks is the need to coordinate closely complementary but dissimilar activities (Foss 1997). Firms form networks to obtain access to resources and capabilities external to the firm (e.g., services, markets, and innovation), information, knowledge, and to reduce uncertainty (Dyer and Hatch 2006). Firms can draw upon vital resources "owned" by its customer network (Nohria 1998) and are positively related to knowledge acquisition, product development, and technological distinctiveness (Yli-Renko, Autio, and Sapienza 2001). The firm-supplier relationship endeavors to produce strategic outcomes that are mutually beneficial (Jap 1999). Horizontal complexity refers to the number of direct ties. We hypothesize that firms obtain unique knowledge, resources, capabilities, and expertise through these networks that results in superior international diversification. International diversification offers prospective market opportunities (Buhner 1987), which provides firms the prospect for greater growth, enabling the firm to achieve greater bargaining power with its increased size (Sundaram and Black 1992).

Using archival data of 112 US based firms, we hypothesize that a greater number of customer and supplier connections increase firms' international diversification. Further, we hypothesize that firms' marketing capability moderates the effect of diversification on performance and that competitive intensity moderates differently the relationships on either side of product and international diversification. The results show that larger customer and supplier networks positively affects international diversification. We found no effect of international diversification on firm performance, as measured by ROI.

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STUDY ON THE FACTORS THAT FAVOR SATISFACTION IN
THE SELECTION OF A SMARTPHONE BRAND: MULTI-
COUNTRY ANALYSIS

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EXTENDED ABSTRACT

This study endeavors to explore the predictive impact of trust, reputation, familiarity, cognitive, and affective perceptions on consumer satisfaction in the highly competitive smartphone industry. The huge explosion in the use of mobile technology has triggered an exponential increase in the acquisition of smartphone devices. This type of device is much more than a mobile phone. Through this device, users can access to a great variety of actions in their daily work and personal lives. Users have become increasingly dependent on the smartphone constant flow of information. It is said that users keep their devices no more than 1 meter away, and this is reflected in the fact that their devices are commonly the first objects they touch while waking up and the last before sleeping. Therefore, the role of a smartphone in the users' lives is of great relevance. Moreover, the strong competition in the smartphone's industry is a result of the digital transformation that has led to major retailers face the day to day challenge of maintaining or increasing their respective market shares. So, the decision in the selection of the most appropriate device is one that must be analyzed to improve marketing strategies and reach / convince a greater number of consumers.

A cross country study based on survey methodology was carried out with a sample in Chile and Mexico. We estimated a predictive model of satisfaction and we analyzed the results by using structural equations. The findings present evidence that reputation is a consequence of customer's trust on the company. Trust in customer service staff contributes positively and significantly to the brand's familiarity. The implications for marketing management lie in the improvement on the factors that influence the smartphone purchase decision. This study contributes to the purchase decision literature analyzing that technical improvement of high tech products might not be enough disregarding image, reputation, familiarity, affective and cognitive perceptions.

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NEW DEVELOPMENTS IN MARKETING CAPABILITIES

DURING TURBULENT TIMES

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EXTENDED ABSTRACT

Linking marketing activities and resource deployment with financial performance and firm value has become a clear priority among marketing scholars. Firms expend significant resources on building, maintaining, and leveraging marketing capabilities, and recent research has greatly enhanced knowledge concerning the link between marketing capabilities and firm performance.

While researchers agree that firm performance is a complex multi-dimensional phenomenon, growth is clearly a top priority for managers. Profit growth, in particular, is widely viewed as being of fundamental importance to investors and managers alike not least because investors value firms on the basis of their expected future cash flows.

Despite this, profit growth is an infrequently used measure of firm performance in marketing, and we have limited knowledge concerning the link between marketing capabilities and a firm's profit growth. Yet little is known about how a firm's marketing capabilities may be linked with its profit growth.

This research, addresses this knowledge gap by examining how specific marketing capabilities can influence a firm's profit growth. This conceptual review investigates how market sensing, brand management, and customer relationship management (CRM) capabilities determine firms' revenue growth and margin growth—the two components of profit growth. The present review proposes that these marketing capabilities have direct and complementary effects on both revenue and margin growth rates.

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NEW MEDIA, ADVERTISING, AND MARKETING COMMUNICATIONS

THE EFFECTS OF ADVERTISING VALENCE ON COMPARATIVE ADVERTISING

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EXTENDED ABSTRACT

In the literature, the discussion of comparative advertising has focused on direct comparative advertising alone (Miniard et al. 2006), and largely ignored the important comparison of direct vs. indirect comparative advertising (with the exception of Neese and Taylor 1994). In addition, compared to direct comparative advertising, the potential of indirect comparative advertising for positioning the advertised product has received far less attention in the literature (Miniard et al. 2006). According to Pechmann and Ratneshwar (1991), direct comparative advertising is an advertising strategy in which the advertiser specifically names its competitors in the advertisement to compare itself to the named competitors. In contrast, in an indirect comparative advertisement, the advertiser does not identify any particular competing brands, but instead refers to unnamed competitors, such as the leading brand, other brands, or all other brands (Miniard et al. 2006).

While both direct and indirect comparative advertising encourage the creation of comparative evaluations in viewers' minds, the effectiveness of these two types of comparative advertising should differ based upon viewers' reference points (Miniard et al. 2006). Researchers have found evidence for better advertising effectiveness for both direct and indirect comparative advertising (Miniard et al. 2006; Pechmann and Esteban 1993). With the growing popularity of comparative advertising in recent years, it becomes crucial to examine different kinds of comparative advertisements more closely. Using two experimental studies, this paper aims at understanding the effects of direct versus indirect comparative advertising and investigating the moderating effects of advertising valence and the mediating effects of counter-arguments.

Comparative advertisements can be classified by whether they are positive or negative (Jain 1993; Jain and Posavac 2004). Positive comparative advertising compares brands with selected attributes to make the claim that the advertised brand is superior to the compared brand, either qualitatively better or quantitatively more, on the advertised attributes (You are OK, but I

am better). Positive comparative advertisements motivate consumers to think about what they can gain from using the advertisers' products or services (Roggeveen et al. 2006). Negative comparative advertisements focus on negative aspects associated with the compared brand (Jain 1993; Jain and Posavac 2004) and tries to motivate consumers to think about what they may lose by using the competitor's products or service.

From both of Study 1 and Study 2, we found that indirect comparative advertisements could generate more positive attitude toward the brand if the advertisements were positively-worded, while direct comparative advertisements were more effective if the advertisements were negatively-worded. The results were consistent with what we had expected. For indirect comparisons, because of the fact that the compared brand is not specified, the consumers would have difficulties to process negative messages. On the other hand, when the comparison is clearly specified, the consumer would need negative messages to help them compare and contrast. In addition, we also found that counter-arguments indirectly mediate the relationship between advertising directness and the dependent variable, behavioral intention, which indicates that there could be missing mediators or moderators. This indirect-only mediating effect provides another explanation for the inconclusive findings of the relationship between advertising directness and consumer responses. To our best knowledge, this is the first research that specifically focused on the mediating effect of counter-arguments on the effectiveness of comparative advertising. We hope this research can not only advance our knowledge in the literature but also initiate a new research stream that can take us further in comparative advertising research.

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SUPPLY CHAIN MANAGEMENT AND BUSINESS TO BUSINESS MARKETING

PURCHASE PLANNING FOR OBSOLETE AND DISCONTINUED PRODUCTS FOR NUCLEAR POWER PLANT

**Christopher Walker, Texas A&M University
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EXTENDED ABSTRACT

Approximately 20% of total U.S. electricity is generated from nuclear power plants. This power generation is approximately 60% of the carbon free electricity of this country. There are currently 100 operating U.S. nuclear reactors, but these numbers are beginning to dwindle due to current industry pressures. Given the extremely low natural gas prices, and the high prices of regulation in the nuclear industry, many nuclear power plants are finding themselves no longer financially viable and therefore making the decision to shut down and retire before the end of the plant's usable life. Those remaining are exploring cost-saving initiatives to improve operating efficiency.

Comanche Peak Nuclear Power Plant (CPNPP) has historically had issues with the process of purchase requests that has created maintenance delays during normal nuclear plant operation, or extremely high expediting costs during nuclear outages. These costs add to the already high price of operating a nuclear power plant with extremely low operating margin. CPNPP is initiating a program to reduce operating costs. The project is a cost saving initiative designed to identify cost savings in the purchase requests process. This process spans many organizations and departments. Analyzing the entire parts ordering process, procedures, and interfaces with all departments will initiate required changes to reduce maintenance delays and high expediting costs of purchase requests, thereby realizing sizable cost savings for the company.

STREAMLINING MAINTENANCE CREW CAPACITY AND UTILIZATION TO IMPROVE AIRCRAFT AVAILABILITY

**Christopher Chandler, Texas A&M University
Malini Natarajarathinam, Texas A&M University**

EXTENDED ABSTRACT

The time that it takes an E-6B maintenance department to complete an aircraft phase is inconsistent. A phase is a major inspection that is performed every 600 flight hours and requires partial disassembly and intrusive inspections into areas not seen during routine unscheduled maintenance. Currently, planners use 12 days as a target to complete the inspection, but due to manpower utilization and training influenced by competing operational and organizational requirements, this target is rarely met. The squadron's inability to accurately plan, results in the poor scheduling of operational and training requirements that depend upon the availability of RFT aircraft.

My objective is to determine what steps can be taken to improve consistency with regard to planning and execution to ultimately increase the average number of ready for tasking (RFT) aircraft that we provide each day. Our mission of nuclear deterrence is critical. By providing a survivable airborne communication link to our Nation's strategic nuclear forces, we prevent a "surprise attack" from nuclear capable countries with bad intentions. Think of the cold war term "mutually assured destruction," if our adversaries know that we will be able to respond to an attack, it lessens the likelihood of an attack. The E-6B aircraft provides that link, and ensures that capability. The National Command Authority, at all levels, is always aware of how many RFT E-6B aircraft that we have on a daily basis, and more is better.

Naval Aviation has applied Lean principals to the phase maintenance process in the areas of value stream mapping, and work-flow. Naval Aviation's phase maintenance process is mature and organized to ensure tasks are completed in the most efficient and effective order relative to project management.

Thus far, my research shows that although the number of personnel used to complete a phase inspection is relatively consistent, the man-hours and calendar days that it takes to complete a phase vary wildly. In one case we completed a phase using 251.4 man-hours over nine days, and in another we used 1,057.4 man-hours over 48 days. By evaluating and applying Lean principals to manpower strength determination and capitalization for the phase team I believe that this project can reduce the duration of a phase inspection by 30-40%. By reducing the in-work time of a phase inspection (assuming 17 phases per year with an average 15 day completion time) by 40%, the squadrons can increase their RFT count by one aircraft for 102 additional days per year.

BUSINESS MODEL AND CUSTOMER RELATIONSHIP

MANAGEMENT OF A PHARMACEUTICAL DISTRIBUTOR: A

CASE STUDY

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Savita Hanspal, State University of New York at Potsdam
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JP Reagan, State University of New York at Potsdam
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Sadie Moran, State University of New York at Potsdam
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ABSTRACT

Due to the plethora of complicated logistic, geographic, and economic challenges in the Democratic Republic of the Congo (DRC) including poor inventory management, insufficient human resources, lack of infrastructure, communication lag, and duplication of warehousing efforts, it has one of the highest rates of malaria pervasiveness per capita in the world (DRC Plan). Medical facilities experience extreme difficulty acquiring and transporting malaria commodities, resulting in high stock-out risk on the operational level (Malaria Journal). This research explores the following question in an effort to compile a single data source: What factors or conditions adversely affect efficient and effective malaria aid in the Democratic Republic of the Congo? Although research exists partially answering this question, no single comprehensive source of data exists. Due to decentralized humanitarian aid efforts and intergovernmental politics, researchers and supply chain experts must replicate existing research or consult numerous data sources to factor in most known variables effecting the supply chain. This repetitive and time-consuming process hinders research progress and, to an extent, streamlined humanitarian aid. This project endeavors to provide a single data source, increasing the efficiency of the humanitarian aid supply chain by reducing the time and labor hours spent determining inhibitive aid challenges.

CHALLENGES INHIBITING MALARIA AID IN THE
DEMOCRATIC REPUBLIC OF THE CONGO

Brittany T. Gardner, Texas A&M University
Wei Lu, Texas A&M University
Malini Natarajarathinam, Texas A&M University

ABSTRACT

Due to the plethora of complicated logistic, geographic, and economic challenges in the Democratic Republic of the Congo (DRC) including poor inventory management, insufficient human resources, lack of infrastructure, communication lag, and duplication of warehousing efforts, it has one of the highest rates of malaria pervasiveness per capita in the world (DRC Plan). Medical facilities experience extreme difficulty acquiring and transporting malaria commodities, resulting in high stock-out risk on the operational level (Malaria Journal). This research explores the following question in an effort to compile a single data source: What factors or conditions adversely affect efficient and effective malaria aid in the Democratic Republic of the Congo? Although research exists partially answering this question, no single comprehensive source of data exists. Due to decentralized humanitarian aid efforts and intergovernmental politics, researchers and supply chain experts must replicate existing research or consult numerous data sources to factor in most known variables effecting the supply chain. This repetitive and time-consuming process hinders research progress and, to an extent, streamlined humanitarian aid. This project endeavors to provide a single data source, increasing the efficiency of the humanitarian aid supply chain by reducing the time and labor hours spent determining inhibitive aid challenges.

WORKSHOP: BEST PRACTICES IN SERVICE LEARNING AND COMMUNITY ENGAGEMENT COURSES

BUILDING A PIPELINE OF CLIENTS: ENGAGING STUDENT WITH THE COMMUNITY

**Julie B. Haworth, University of Texas at Dallas
Daniel Rajaratnam, University of Texas at Dallas**

ABSTRACT

This discussion focused on the resources available to facilitate and build up a pipeline to service learning projects. Service learning projects provide students an opportunity to apply classroom concepts to real community engagement projects and include this experience on resumes. Sometimes the project will lead to an internship or job. Community partners that students work with appreciate student help and because of this usually agree to serve as advisory board members, speak to classes, and offer site visits for students. For building up a local client pipeline, the Jindal School of Management (JSOM) at the University of Texas at Dallas (UTD), urges faculty to work with local foundations like Communities Foundation of Texas (CFT). CFT is the foundation that sponsors the North Texas Giving Day (NTGD) campaign, raising \$39 million to support 2700 nonprofits in the Dallas- Fort Worth area. Although UTD's efforts to support NTGD started out small, it has grown to an estimated 500 students having assisted over 500 nonprofits in the past six years. UTD's JSOM will be growing our service learning projects when degree plans will soon require 100 community service hours or completion of a Social Marketing/Finance/Entrepreneurship/Health Care/Business Administration/Accounting course in which students will complete a project for a nonprofit organization. If a local community foundation is not available, JSOM faculty members have had success with students finding their own small businesses and nonprofit organizations to assist when working on Marketing Research class projects. Importantly, through helping local foundations, nonprofits and small businesses, students are learning the value of service learning projects which can plant a seed of lifetime learning and service.

EVALUATION OF SERVICE LEARNING

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ABSTRACT

Cases of service learning and community engagement from graduate as well as undergraduate courses were discussed. In measuring the impact of service learning, both external and internal assessments are relevant. Especially, word-of-mouth publicity and media exposure play a crucial role. In particular, classic textbook discuss how media reportage creates promotional value that can be estimated via advertising equivalence. Several reports of service learning and community engagement appeared in a campus newspaper, supervised by the Student Affairs, serving over 3,500 residents, 9,000 students, 1,400 faculty and staff members, and over 10,000 more online readers. Such news reports had significant reach, with a quarter-page report having an advertising equivalence of \$120, and a half-page report translating to \$240, at prevailing rates. Over the years, significant institutional brand value was accrued in an efficient as well as effective manner through this medium. Selected samples of print reportage, some accompanied by pictures, for client-based projects, included a U.S. federal agency, a global minority-owned commercial real estate company, a faculty research/ teaching workshop based an Executive MBA program at a U.S. university, class participation in a university undergraduate student seminar, and an award-winning faculty-student collaborative publication. Other measures comprised student reflections of goals achievement, and enhanced resume-building. The final measure covered quality and feedback of judges from community partners, potential employers from industry, and the university – including faculty, administrators, staff and graduate assistants. This “dove-tailing” highlighted institutional, community partner, as well as student benefits of service learning. Specific artifacts supporting evaluation of service learning and community engagement were presented.

TAKING SIDES, CHANGING SIDES: INCORPORATING DIVERSE PERSPECTIVES IN MARKETING EDUCATION

PANEL POSITION PAPER

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Abstract

Just like most marketing textbooks that take a firm's perspective on the role of the consumer, most traditional marketing distribution channels textbooks teach from the perspective of the businesses.

Marketing distribution channels have typically been taught as a strategic channel management initiative for the marketing department that caters to the "Place" part of 4P's (McCarthy, 1960). The definition of marketing channels is thus invariably proffered from the managerial perspective and shown to be inextricably linked to the marketing mix variables. Channel management is thus taught merely as a study of flows in and through the marketing distribution channels.

The service dominant logic (Vargo and Lusch, 2004) extended the idea of a product to be a set of attributes with a service component built-in and emphasized co-creation and the flow of value from operant resources like knowledge and skills. Thus, a market offering is any product, service, experience, or idea that one may offer for sale in the marketplace and is part of a service-to-service exchange. Moreover, the value is determined by the beneficiary, viz., the ultimate consumer in B2C exchanges.

In the twenty first century, we live in a globally connected and technologically enabled world, where globalization and the applications of technology are de rigueur and no longer terra incognita. With the proliferation of mobile platforms and social media, customer engagement possibilities have gone to unprecedented levels. While this places great ethical responsibility on the shoulders of businesses, it is imperative that consumers be taught to navigate the world of marketing and safeguard their own interests against unscrupulous marketers. Consider this: Google makes most of its revenue from its search engine model, but Gmail is the first email client to filter out "promotional emails." This is a step in the direction of consumer advocacy. Unfortunately, most businesses are not as consumer-centric.

Relationship marketing (Morgan and Hunt, 1994) is a facet of customer relationship management (CRM) that focuses on customer loyalty and long-term customer engagement and retention rather than shorter-term goals like customer acquisition and sales transactions. As

relationship marketing becomes increasingly important it makes complete sense to teach students about how they can be in the drivers' seat with respect to market offerings by managing their own relationships with firms.

Building brand equity is an inalienable part of business strategy, but consumers would be better off having a sense of how to make the right choices when it comes to picking what is best in their interests. An intimate understanding of the marketing and distribution processes from the customers' perspectives would then come in handy for the consumers.

Thus, in a day and age when product attributes matter far more than the market offering itself, it is timely and relevant to start a discussion on teaching marketing principles from the point of view of the consumer.

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