

ETIMM Conference – September 22th-24th, 2016, Bucharest, Romania



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Abstracts of the  
1<sup>st</sup> Annual International Conference

BUCHAREST 2016

**ETiM&M**  
EMERGING TRENDS IN  
MARKETING AND MANAGEMENT

September 22th-24th, 2016  
Bucharest, Romania



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This volume comprises the abstracts of the scientific papers accepted by the Scientific Committee of the 1st Annual Emerging Trends in Marketing and Management International Conference ETIMM2016, September 22<sup>nd</sup>-24<sup>th</sup>, 2016 Bucharest, Romania.

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The papers published in this volume are exclusively engaging authors.

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## **1<sup>st</sup> Annual**

# **Emerging Trends in Marketing and Management International Conference**

**Bucharest, Romania**

**September 22<sup>nd</sup>-24<sup>th</sup>, 2016**

**Organized and Hosted by: The Marketing  
School, Bucharest University of Economic  
Studies, Bucharest, Romania**

The **1<sup>st</sup> Emerging Trends in Marketing and Management International Conference** will take place on September 22<sup>nd</sup> – 24<sup>th</sup> 2016, at the Bucharest University of Economic Studies, Romania.

**The Bucharest University of Economic Studies** is one of Romania's centennial universities, established by Royal Decree on April 6, 1913. It is the leader in the field of Romanian business and public administration studies, being also a research-intensive university, institutionally accredited by the Romanian Agency for Quality Assurance in Higher Education, a status also confirmed by U-Multirank.

Being an important part of the Bucharest University of Economic Studies, **the Marketing School** is the leader of its field in Romania, ranked A class by the Ministry of Education, and also evaluated by the European Universities Association and included in the U-Multirank classification.

One of the major goals of the **ETIMM Conference** is to create a friendly and approachable academy and environment, whereby its members (including senior worldwide scholars, faculty members, doctorate students, researchers and business practitioners) are guiding and mentoring each other.

In order to create the perfect environment for scientific discussion, networking and innovation, the conference offers a **unique blend of academic, business and cultural/touristic experiences**, which will offer any participant a **one-of-a-kind marketing and management acumen**.

## Conference Goals

**The Emerging Trends in Marketing and Management** international conference is designed to be an incredible locale for interacting with experts from across the disciplines and around the world, becoming an important marketing and management destination that is rich in content, insights and innovation. With the objective of offering a complex and immersive experience, the **ETIMM Conference** has been built on three **key pillars: Academic, Cultural/Touristic and Culinary.**

Considering the well-known innovation rich background of Romania, we aim at creating a networking and communication platform for academics and practitioners in order to identify current and future trends and insights in marketing and management, as well as to contribute significantly to the state-of-the art international research and knowledge base in these areas.

In order to create the perfect environment for scientific discussion, networking and innovation, the conference offers a unique blend of academic, business and cultural/touristic experiences, which will offer any participant a one-of-a-kind marketing and management acumen.

One of the major goals of the **ETIMM Conference** is to create a friendly and approachable academic environment, whereby its members (including senior worldwide scholars, faculty members, doctorate students, researchers and business practitioners) are guiding and mentoring each other.

Furthermore, through the **conference journal “Emerging Trends in Marketing and Management”**, we will publish the work and papers presented, with the purpose of driving international research and practice in marketing and management.

## Conference Tracks

**Main conference tracks are referring to emerging trends in:**

Media & Marketing Communication

Marketing Research & Consumer Behavior

Marketing Strategy

Relationship Marketing and CRM

Innovation and Product Development

Knowledge Management

Entrepreneurship and Strategic Management

Leadership and Business Ethics

Organizational Culture and Human Resources Management

Operations and Project Management

## **Conference Awards**

At the end of the conference, during the Closing session, the organizing committee will award the following:

**Conference Best Paper Award**

**Conference Best Track Chair Award**

**Conference Best Doctoral research Award**

## Conference Keynote Speakers



**ERIC ARNOULD, PhD**

### **Marketing Professor; Chair in the Danish Institute for Advanced Study**

**Dr. Eric Arnould** is Chair in the Danish Institute for Advanced Study & Professor of Marketing at the University of Southern Denmark and recently also at EMLYON. He has pursued a career in applied social science since receiving his bachelor's degree in 1973. While thriving on the challenges of consulting in agriculture, marketing systems, and natural resource management in francophone West Africa, 1975-1990, he earned a doctorate in Economic Anthropology and pursued a postdoctoral fellowship in the Marketing Department (1982-1983), at the University of Arizona. Since 1990, Eric has pursued a nomadic academic career, teaching at multiple universities in the US and Europe. Eric's research on consumer culture theory, services marketing, marketing & retail strategy, and sustainable development appears in many articles and chapters in social science and managerial periodicals and books. He has consulted for a number of public and private organizations, conducting research that has often led to publication.



## **DAN ALEX PETROVICI, PhD**

**Senior Lecturer in Marketing at Kent Business School,  
University of Kent and Visiting Professor at  
University of Lorraine**

**Dan Alex Petrovici** has worked as Data Analyst with FESSEL GfK, acted as Expert-Reviewer for The European Commission, Directorates of Food, Health and Wellbeing and Biotechnologies, Agriculture and Food (2007, 2009, 2010), Economic Advisor to the Romanian Embassy in the UK (2007-2015), Romania Rapporteur on Food Security to the National Authority of Scientific Research and the Cabinet Office (2008).

His current research interests include comparative advertising, emotions in social marketing and advertising to children. Recent papers include presentations at Conferences organized by the Academy of Marketing Science, the Academy of International Business, the European Academy of Marketing. He has contributed to five books and is co-author of more than 70 sole- and co-authored articles and conference papers. His research has appeared in top journals in marketing, advertising, public policy and business, including the International Marketing Review, European Journal of Marketing, Journal of Business Research, International Journal of Advertising, Journal of Business Ethics, and Environment and Planning C: Government and Policy, among others.



## DRAGOȘ CÎRNEȚI, PhD

**Associate professor; Senior Neuromarketing Consultant**



**Dragos Cîrneți** has a PhD in psychology, and works in the domain of neuroscience at Open-I Research & Consult. In 2004 he published the first Romanian handbook of developmental neuroscience. Between 2007 and 2010 he developed management soft skills assessment instruments, consumer profiling tools and instruments for investigating consumer attitudes. In 2010 he conducted the first neuromarketing study in Romania and between 2010 and 2011 the first neuromarketing study in Romania using functional MRI. Besides MRI he has conducted research also with evoked potentials (ERPs) in collaboration with the Institute of Normal and Pathological Physiology of the Slovak Academy of Science. He also published over 60 articles and the books “Origin of the mind; From viruses to beliefs” and “The stress in our mind and the war from the cells’ world”.

**1<sup>st</sup> Annual**

**Emerging Trends in Marketing and Management  
International Conference**

# **Conference Program**

**September 22<sup>nd</sup>-24<sup>th</sup>, 2016  
Bucharest, Romania**

## **Thursday, September 22<sup>nd</sup> 2016**

### **09:00 – 10:00 Participant Welcome, Registration**

(N. Angelescu Building, Bucharest University of Economic Studies, No 6 Romana Square)

### **10:00 – 12:30 Opening Ceremony and keynote speakers (Aula Magna)**

- Welcome speech from ASE Bucharest
- *Eric Arnould*, PhD, Marketing Professor, University of Southern Denmark
- *Dan Alex Petrovici*, PhD, Senior Lecturer in Marketing at Kent Business School, University of Kent
- *Dragoş Cîrneai*, PhD, Sr. Neuromarketing Consultant at Open-i Research&Consult

**12:30 – 13:30 Lunch** (Cafeteria, 3<sup>rd</sup> Floor)

**13:30 – 16:00 Parallel Sessions I & II** (I – Virgil Madgearu Room,  
II – Council Room)

**18:00 – 20:00 [Panoramic Bucharest city tour with an English speaking guide](#)** (pick up in front of N. Angelescu Building, Romana Square)

**20:00 – 22:00 [Authors' Networking and Collaboration Meeting](#)**  
(Capital Plaza Hotel Bar)

## **Friday, September 23<sup>rd</sup> 2016**

**10:30 – 13:00 Parallel Sessions III & IV** (III – Virgil Madgearu Room,  
IV – Council Room)

**13:00 – 14:30 Lunch** (Cafeteria, 3<sup>rd</sup> Floor)

**14:30 – 17:00 Parallel Sessions V & VI** (V – Virgil Madgearu Room,  
VI – Council Room)

**18:00 – 20:00 Romanian wine tasting experience with an international sommelier and an interactive program for all participants** (Hanu' lui Manuc - Manuc Inn)

**20:00 – 23:00 Gala Dinner and an exclusive Romanian folkloric program** (Hanu' lui Manuc - Manuc Inn)

## **Saturday, September 24<sup>th</sup> 2016**

**08:00 – 20:00 Closing Session and Day Trip to Sinaia and Prahova Valley** (pick up in front of N. Angelescu Building, Romana Square)

- Beautiful route through the Carpathian Mountains
- **Visit to Sinaia Monastery**
- **Official closing session** at Hotel Rina Sinaia 4\*, **followed by lunch**
- **Peles Castel tour with an English speaking guide**
- **Exclusive classical music concert inside Peles Castle**

**Session I – 13:30-16:00, Virgil Madgearu Room – Thursday, September 22<sup>nd</sup> 2016**

<b>Chairpersons:</b>	<b>Diederich Bakker Carmen Bălan</b>
<b>Tracks:</b>	<b>Marketing Strategy Knowledge Management</b>

<b>Paper ID</b>	<b>Author(s)</b>	<b>Paper Title</b>
<b>58</b>	Diederich Bakker	Branding in China – An Institutional and Consumer Perspective
<b>50</b>	Moshe Goren, Shlomo Hareli	The Social Influence of User Emotional Expression on the Acceptance of Information Systems by Peer Users in Organizations
<b>86</b>	Elena Lidia Melnic	The Science of Customer Satisfaction in the Retail Banking System- A Critical Comparison between the Two International Indexes: Net Promoter Score (NPS) and American Customer Satisfaction Index (ACSI)
<b>81</b>	Amalia DUTU, Mihaela DIACONU, Olimpia OANCEA	Cross-functional Working: Some Thoughts about the Third Market Orientation Component Implementation
<b>90</b>	Carmen Bălan	Agro-Tourist Boarding Houses in Romania: Is Their Online Positioning Designed To Be Effective?
<b>96</b>	Tino Bech-Larsen	Doing the Double Limbo - A study of Alternative Retail Practices for Food Waste and Price Reduction
<b>71</b>	Moira Clark, Tony Harrington, Andrew Myers	Promoting Excellence in Customer Management: Emerging Trends in Business

**Session II – 13:30-16:00, Council Room – Thursday, September 22<sup>nd</sup> 2016**

<b>Chairpersons:</b>	<b>Katharina Maria Hofer Mihai Cristian Orzan</b>
<b>Tracks:</b>	<b>Innovation and Product Development Operations and Project Management</b>

<b>Paper ID</b>	<b>Author(s)</b>	<b>Paper Title</b>
<b>56</b>	Katharina Maria Hofer, Alexandra Baba	Internationalization Strategies of SMEs in the Service Sector: What About Innovation and Performance?
<b>64</b>	Lina Pilelienė, Viktorija Grigaliūnaite	Elaboration of the Model for the Assessment of Outdoor Advertising Effectiveness
<b>69</b>	Yana Balashova-Kostadinova	Identifying Competitive Advantages for Territories
<b>77</b>	Evgeniya Tonkova	Automated Marketing and the Need for Revising Traditional Practices
<b>78</b>	Antoniya Boykova	Innovative Models for Generating Ideas in High-Tech Environment
<b>103</b>	Daniel Moise, Anca - Francisca Cruceru	Virtual Events Where To?
<b>51</b>	Makram Cheikh	Overview on the Technological Development and Particularities of Industry Services Development
<b>72</b>	Anne Dibley, Moiria Clark, Andrew Myers	Emerging Trends in Customer Management in a Changing World

**Session III – 10:30-13:00, Virgil Madgearu Room – Friday, September 23<sup>rd</sup> 2016**

<b>Chairpersons:</b>	<b>Fabrizio Baldassarre Daniela Ioniță</b>
<b>Tracks:</b>	<b>Organizational Culture and Human Resources Management Marketing Research &amp; Consumer Behaviour</b>

<b>Paper ID</b>	<b>Author(s)</b>	<b>Paper Title</b>
<b>46</b>	Lucian-Florin Onișor, Daniela Ioniță	Crowdsourcing Platforms: Users' Experience Exposed
<b>98</b>	Fabrizio Baldassarre, Francesca Ricciardi, Raffaele Campo	Business Process Management as a Strategy to Make Organizational Innovation
<b>92</b>	Maria Colurcio, Stella Carè, Angela Caridà, Monia Melia	Crowdsourcing: Looking for a Pattern
<b>99</b>	Ioana Sinziana Burcea	To what Extent Does Gender Marketing Influence the Parental Purchase Decisions of Children's Products, and how would these Customers React in a Genderless Informational World?
<b>104</b>	Diana Yampolskaya, Olga Vasilyeva, Alexander Zobov	Segmentation of Supplementary Post-graduated Education (Case for a Russian University)
<b>57</b>	Stephan Kull, Philipp Hübner	Why Do Consumers Use Technologies for Shopping in Omnichannel Environments? Examining a Special Relationship Between Consumers and Devices
<b>55</b>	Daniela Ioniță, Lucian-Florin Onișor	Crowdsourcing and Outsourcing: Friends or Foes?

**Session IV – 10:30-13:00, Council Room – Friday, September 23<sup>rd</sup> 2016**

<b>Chairpersons:</b>	<b>Alin Stancu David Yoon Kin Tong</b>
<b>Tracks:</b>	<b>Entrepreneurship and Strategic Management Marketing Research &amp; Consumer Behaviour</b>

<b>Paper ID</b>	<b>Author(s)</b>	<b>Paper Title</b>
<b>65</b>	Tamas Jozsa	Market Orientation in the Hungarian Municipal Public Service Provision
<b>95</b>	David Yoon Kin Tong, Chau Keng Tee, Hishamuddin Ismail	Developing the Profile of Green Consumer and Family Decision Making Model: A Review
<b>63</b>	Viktorija GRIGALIŪNAITĖ, Lina PILELIENĖ	Making Brand Visible: Advertising Elements Influencing Visual Attention to the Brand
<b>68</b>	Desislava Serafimova	CSR Assessment Model
<b>107</b>	Irina Iosub, Adelina Ivanov, Dan Smedescu	Characteristics and Development of Social Media as a Marketing Communications Tool
<b>73</b>	Dr Ehtesham Abbasi	A Study of Entrepreneurial Venture of Dairy Products in Central Uttar Pradesh, India
<b>110</b>	Remus Ion Hornoiu, Gianluca Felicetti	Climate change impact on developing eco-sustainable services and goods - ecotourism- in local communities from protected areas

**Session V – 14:30-17:00, Virgil Madgearu Room – Friday, September 23<sup>rd</sup> 2016**

<b>Chairpersons:</b>	<b>Rita Cannas Nicolae Teodorescu</b>
<b>Tracks:</b>	<b>Marketing Research &amp; Consumer Behaviour Relationship Marketing and CRM</b>

<b>Paper ID</b>	<b>Author(s)</b>	<b>Paper Title</b>
<b>84</b>	Rita Cannas, Daniela Pettinao	Exploring Tourists' Emotional Experiences within a UNESCO Geo-Park
<b>53</b>	Piotr Tarka	Intuition or Marketing Research Information Usefulness in Business Organizations in the Light of Ordinal Regression Analysis
<b>62</b>	Alice Audrezet, Béatrice Parguel	What Does this Mid-Point Stand For? Exploration of a Tool that Distinguishes Ambivalence from Indifference and Uncertainty
<b>80</b>	Manuela Ivanova	Identify of Information Asymmetry Practices in Bulgarian Goods Market
<b>87</b>	Sunday Adewale Olaleye	Customer Vs. E-tailer: How Tablet Affects Mobile Commerce
<b>111</b>	Laura Daniela Tănase, Mihai Ioan Rosca	Consumers' perception on profitability and safety attributes associated to financial products - the case of Romania

**Session VI – 14:30-17:00, Council Room – Friday, September 23<sup>rd</sup> 2016**

<b>Chairpersons:</b>	<b>Andreea Mihaela Barbu Dries Verlet</b>
<b>Tracks:</b>	<b>Leadership and Business Ethics Media &amp; Marketing Communication</b>

<b>Paper ID</b>	<b>Author(s)</b>	<b>Paper Title</b>
<b>94</b>	Dries Verlet	Emerging Trends within the Public Sector in Flanders. Towards a Self-Organising Centre of Government
<b>76</b>	Olimpia Oancea, Amalia Dutu, Mihaela Diaconu, Mihaela Brinzea	Integrated Marketing Communication Tools: Traditional vs. Modern
<b>61</b>	Yeşim Çelik	Self-Regulation in the Field of Digital Advertising from European Perspective: An Assessment on Self-Regulatory Principles Associated with Digital Advertising
<b>89</b>	Xue Fa Tong, David Yoon Kin Tong, Wai Sern Tam	Food Tourism: The Melaka Gastronomic Experience
<b>106</b>	Irina Iosub, Adelina Ivanov, Dan Smedescu	Social-Media Platforms and Marketing of Higher Education Institutions
<b>108</b>	Andreea Pachițanu	Social media instruments' use and importance for the marketing communications mix - An exploratory analysis on companies' in Romania
<b>109</b>	Mihaela Constantinescu	The Brand of an Athlete - Reconsidering It's Dimensions

## **Organized Activities and Excursions ([all included in the Conference Fee](#))**

A selection of very attractive activities and trips has been arranged for ETIMM international conference participants

### **1. Activities:**

- **Panoramic Bucharest city tour** with an English speaking guide (September 22<sup>nd</sup>)

- **Authors' Networking and Collaboration Meeting** (September 22<sup>nd</sup>) at [the bar of Capital Plaza Hotel](#)

- **Romanian wine tasting experience** with an international

sommelier and an interactive program for all participants (September 23<sup>rd</sup>) at [the beautiful Manuc Inn in downtown Bucharest](#)

- **Gala dinner and an exclusive Romanian folkloric program** (September 23<sup>rd</sup>) at [the beautiful Manuc Inn in downtown Bucharest](#)

You'll take a panoramic tour of the most important **attractions of Bucharest** and areas of the city such as: **The Arch of Triumph, Victory Square, The Royal Palace** (nowadays the seat of The National Art Museum), **Romanian Atheneum,**

**Revolution Square, Victoriei Avenue, Union Square.** You'll have the chance to admire the **Parliament Palace**, a "giant" built during the Golden

Age of the communist totalitarian regime started at the idea of a leader for whom the notion of "reasonable size" did not exist- Nicolae Ceausescu. The Guinness Book of World Records lists this building as **the heaviest building in the world.** It is constructed from 700,000 tonnes (1.5 billion

lb) of steel and bronze combined with 1 million m<sup>3</sup> (35.3 million ft<sup>3</sup>) of



marble, 3,500 tonnes (7.7 million lb) of crystal glass and 900,000 m<sup>3</sup> (31.7 million ft<sup>3</sup>) of wood.

## 2. Day Trip to Sinaia (beautiful route through the Carpathian Mountains – Prahova Valley) –September 24<sup>th</sup>

- Visit to **Sinaia Monastery**
- **Official closing session in a picturesque location**, followed by lunch
- **Peleş Castel tour** with an English speaking guide
- **Exclusive classical music concert** inside Peleş Castle

**Sinaia**, mountain resort, well-known as the "**Pearl of the Carpathians**" is situated on the outskirts of this resort city, amidst sculpture gardens and fountains, **Peleş Castle** is an exquisitely detailed landmark. Rivaling the castle itself is the beautiful natural setting in which it stands. Once the summer residence of Romania's kings, this spectacular castle, built at the end of the 19th century, is now one of Romania's most beautiful museums. Boasting priceless collections of weaponry, hand woven silk rugs and furniture, Peleş Castle is a unique look back at life under the monarchy.



**Sinaia Monastery** – Situated in the Prahova Valley, the monastery gave its name to the nearby town of Sinaia. The monastery consists of two courtyards surrounded by low buildings. In the centre of each courtyard there is a small church built in the Byzantine style. One of them – "Biserica Veche" (The Old Church) – dates from 1695, while the more recent "Biserica Mare" (The Great Church) was built in 1846. The monks possess a library that is a repository for valuable jewels belonging to the Cantacuzino family, as well as the earliest Romanian translation of the Bible, dated 1668. Take Ionescu, former Prime Minister of Romania, is buried on the grounds.



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## TABLE OF CONTENTS

**CROWDSOURCING PLATFORMS: USERS' EXPERIENCE EXPOSED .....39**

LUCIAN-FLORIN ONIȘOR  
DANIELA IONIȚĂ

**THE SOCIAL INFLUENCE OF USER EMOTIONAL EXPRESSION ON THE ACCEPTANCE OF INFORMATION SYSTEMS BY PEER USERS IN ORGANIZATIONS .....40**

MOSHE GOREN  
SHLOMO HARELI

**OVERVIEW ON THE TECHNOLOGICAL DEVELOPMENT AND PARTICULARITIES OF INDUSTRY SERVICES DEVELOPMENT .....41**

MAKRAM CHEIKH

**INTUITION OR MARKETING RESEARCH INFORMATION USEFULNESS IN BUSINESS ORGANIZATIONS IN THE LIGHT OF ORDINAL REGRESSION ANALYSIS .....42**

PIOTR TARKA

**CROWDSOURCING AND OUTSOURCING: FRIENDS OR FOES?**

.....43

DANIELA IONIȚĂ

LUCIAN-FLORIN ONIȘOR

**INTERNATIONALIZATION STRATEGIES OF SMES IN THE SERVICE SECTOR: WHAT ABOUT INNOVATION AND PERFORMANCE?.....44**

KATHARINA MARIA HOFER

ALEXANDRA BABA

**WHY DO CONSUMERS USE TECHNOLOGIES FOR SHOPPING IN OMNICHANNEL ENVIRONMENTS? EXAMINING A SPECIAL RELATIONSHIP BETWEEN CONSUMERS AND DEVICES .....45**

STEPHAN KULL

PHILIPP HÜBNER

**BRANDING IN CHINA – AN INSTITUTIONAL AND CONSUMER PERSPECTIVE.....46**

DIEDERICH BAKKER

**SELF-REGULATION IN THE FIELD OF DIGITAL ADVERTISING  
FROM EUROPEAN PERSPECTIVE: AN ASSESSMENT ON SELF-  
REGULATORY PRINCIPLES ASSOCIATED WITH DIGITAL  
ADVERTISING .....47**

YEŞİM ÇELİK

**WHAT DOES THIS MID-POINT STAND FOR? EXPLORATION OF  
A TOOL THAT DISTINGUISHES AMBIVALENCE FROM  
INDIFFERENCE AND UNCERTAINTY .....48**

ALICE AUDREZET

BÉATRICE PARGUEL

**MAKING BRAND VISIBLE: ADVERTISING ELEMENTS  
INFLUENCING VISUAL ATTENTION TO THE BRAND.....49**

VIKTORIJA GRIGALIŪNAITĖ

LINA PILELIENĖ

**ELABORATION OF THE MODEL FOR THE ASSESSMENT OF  
OUTDOOR ADVERTISING EFFECTIVENESS .....50**

LINA PILELIENĖ

VIKTORIJA GRIGALIŪNAITE

**MARKET ORIENTATION IN THE HUNGARIAN MUNICIPAL PUBLIC SERVICE PROVISION .....51**  
TAMAS JOZSA

**CSR ASSESSMENT MODEL .....52**  
DEISLAVA SERAFIMOVA

**IDENTIFYING COMPETITIVE ADVANTAGES FOR TERRITORIES .....53**  
YANA BALASHOVA-KOSTADINOVA

**PROMOTING EXCELLENCE IN CUSTOMER MANAGEMENT: EMERGING TRENDS IN BUSINESS .....54**  
MOIRA CLARK  
TONY HARRINGTON  
ANDREW MYERS

**EMERGING TRENDS IN CUSTOMER MANAGEMENT IN A CHANGING WORLD.....55**

ANNE DIBLEY  
MOIRA CLARK  
ANDREW MYERS

**A STUDY OF ENTREPRENEURIAL VENTURE OF DAIRY PRODUCTS IN CENTRAL UTTAR PRADESH, INDIA .....56**

DR EHTESHAM ABBASI

**INTEGRATED MARKETING COMMUNICATION TOOLS: TRADITIONAL VS. MODERN.....57**

OLIMPIA OANCEA  
AMALIA DUTU  
MIHAELA DIACONU  
MIHAELA BRINZEA

**AUTOMATED MARKETING AND THE NEED FOR REVISING TRADITIONAL PRACTICES .....58**

EVGENIYA TONKOVA

**INNOVATIVE MODELS FOR GENERATING IDEAS IN HIGH-TECH ENVIRONMENT .....59**

ANTONIYA BOYKOVA

**IDENTIFY OF INFORMATION ASYMMETRY PRACTICES IN BULGARIAN GOODS MARKET.....60**

MANUELA IVANOVA

**CROSS-FUNCTIONAL WORKING: SOME THOUGHTS ABOUT THE THIRD MARKET ORIENTATION COMPONENT IMPLEMENTATION.....61**

AMALIA DUTU

MIHAELA DIACONU

OLIMPIA OANCEA

**EXPLORING TOURISTS' EMOTIONAL EXPERIENCES WITHIN A UNESCO GEO-PARK .....62**

RITA CANNAS

DANIELA PETTINAO

**THE SCIENCE OF CUSTOMER SATISFACTION IN THE RETAIL BANKING SYSTEM- A CRITICAL COMPARISON BETWEEN THE TWO INTERNATIONAL INDEXES: NET PROMOTER SCORE (NPS) AND AMERICAN CUSTOMER SATISFACTION INDEX (ACSI).....63**

ELENA LIDIA MELNIC

**CUSTOMER VS. E-TAILER: HOW TABLET AFFECTS MOBILE COMMERCE .....64**

SUNDAY ADEWALE OLALEYE

**FOOD TOURISM: THE MELAKA GASTRONOMIC EXPERIENCE .....65**

XUE FA TONG

DAVID YOON KIN TONG

WAI SERN TAM

**AGRO-TOURIST BOARDING HOUSES IN ROMANIA: IS THEIR ONLINE POSITIONING DESIGNED TO BE EFFECTIVE?.....66**

CARMEN BĂLAN

**CROWDSOURCING: LOOKING FOR A PATTERN.....67**

MARIA COLURCIO  
STELLA CARE  
ANGELA CARIDA  
MONIA MELIA

**EMERGING TRENDS WITHIN THE PUBLIC SECTOR IN  
FLANDERS. TOWARDS A SELF-ORGANISING CENTRE OF  
GOVERNMENT .....68**

DRIES VERLET

**DEVELOPING THE PROFILE OF GREEN CONSUMER AND  
FAMILY DECISION MAKING MODEL: A REVIEW.....69**

DAVID YOON KIN TONG  
CHAU KENG TEE  
HISHAMUDDIN ISMAIL

**DOING THE DOUBLE LIMBO - A STUDY OF ALTERNATIVE  
RETAIL PRACTICES FOR FOOD WASTE AND PRICE  
REDUCTION .....70**

TINO BECH-LARSEN

**BUSINESS PROCESS MANAGEMENT AS A STRATEGY TO MAKE ORGANIZATIONAL INNOVATION .....71**

FABRIZIO BALDASSARRE  
FRANCESCA RICCIARDI  
RAFFAELE CAMPO

**TO WHAT EXTENT DOES GENDER MARKETING INFLUENCE THE PARENTAL PURCHASE DECISIONS OF CHILDREN'S PRODUCTS, AND HOW WOULD THESE CUSTOMERS REACT IN A GENDERLESS INFORMATIONAL WORLD? .....72**

IOANA SINZIANA BURCEA

**VIRTUAL EVENTS WHERE TO? .....73**

DANIEL MOISE  
ANCA - FRANCISCA CRUCERU

**SEGMENTATION OF SUPPLEMENTARY POST-GRADUATED EDUCATION (CASE FOR A RUSSIAN UNIVERSITY) .....74**

DIANA YAMPOLSKAYA  
OLGA VASILYEVA  
ALEXANDER ZOBOV

**SOCIAL-MEDIA PLATFORMS AND MARKETING OF HIGHER EDUCATION INSTITUTIONS .....75**

IRINA IOSUB

ADELINA IVANOV

DAN SMEDESCU

**CHARACTERISTICS AND DEVELOPMENT OF SOCIAL MEDIA AS A MARKETING COMMUNICATIONS TOOL .....76**

IRINA IOSUB

ADELINA IVANOV

DAN SMEDESCU

**SOCIAL MEDIA INSTRUMENTS' USE AND IMPORTANCE FOR THE MARKETING COMMUNICATIONS MIX - AN EXPLORATORY ANALYSIS ON COMPANIES' IN ROMANIA....77**

ANDREEA PACHIȚANU

**THE BRAND OF AN ATHLETE - RECONSIDERING IT'S DIMENSIONS .....78**

MIHAELA CONSTANTINESCU

**CLIMATE CHANGE IMPACT ON DEVELOPING ECO-SUSTAINABLE SERVICES AND GOODS - ECOTURISM- IN LOCAL COMMUNITIES FROM PROTECTED AREAS.....79**

REMUS ION HORNOIU  
GIANLUCA FELICETTI

**CONSUMERS' PERCEPTION ON PROFITABILITY AND SAFETY ATTRIBUTES ASSOCIATED TO FINANCIAL PRODUCTS - THE CASE OF ROMANIA.....80**

LAURA DANIELA TĂNASE  
MIHAI IOAN ROȘCA

## **Crowdsourcing Platforms: Users' Experience Exposed**

**Lucian-Florin Onișor**

Bucharest University of Economic Studies  
luciano@ase.ro

**Daniela Ioniță**

Bucharest University of Economic Studies  
daniela.ionita@mk.ase.ro

**Keywords:** Eye-tracking, crowdsourcing, talk aloud, design, neuromarketing.

**JEL classification:** M31, C91, D83, O31.

Crowdsourcing is one of many ways that companies use to access a wide and varied range of resources that combined can generate superior performance. Our exploration tries to answer the question of how can a platform be effectively designed to attract and stimulate participant's engagement. To address this inquiry, we selected two crowdsourcing platforms and compared the users' experience from six perspectives: attractiveness, confidentiality, accuracy, usability, interaction and accessibility. The subjects were asked to perform some predefined tasks on the selected platforms. Their behavior was recorded using an eye-tracking device, which offered information about eye positions and movements during tasks. Visual behavior records were enriched with talk aloud protocols. This additional research method was used to understand subjects' expectations, feelings and reasoning while executing the required tasks. After analyzing users' experience from proposed perspectives, what seems to matter mostly when choosing a crowdsourcing platform, is – first of all - the platform's design and secondly their own website navigation skills. Crowdsourcing platforms may attract or lose potential contributors with different capabilities just by modifying their website templates, by means of how information is presented. Nevertheless, a single website template could not satisfy all needs. Therefore, different abilities a user might have will influence him to select a crowdsourcing platform that match their way of thinking.

## **The Social Influence of User Emotional Expression on the Acceptance of Information Systems by Peer Users in Organizations**

**Moshe Goren**

University of Haifa and Almog Technologies  
moshe@almog-tech.co.il

**Shlomo Hareli**

University of Haifa  
shareli@gsb.haifa.ac.il

**Keywords:** Information System, Emotions, Social Influence.

**JEL classification:** O32, O35.

Information systems have crucial functions in a modern organization. Yet, for such technologies to fulfil their goals, they must be accepted and used by the employees in their organizations. Present models explaining acceptance and use of technology are somewhat limited due to their strong focus on the cognitive and behavioral factors influencing user adoption of information systems, while mostly ignoring affective factors that are likely to play an important role in this process. Research that does consider affective factors typically focuses on the affective reactions of users of the systems and how these influence aspects such as system acceptance. Recently, psychological research has established the crucial role of emotions and other affective states in basic human functioning. In particular, psychological research has stressed the important social function of emotions by indicating how the emotion of one individual may affect others. In line with advancement in the understanding of the social role of emotions, using an experimental design, this study examined the effect on one user's emotional expressions, emitted in response to his or her experience of assimilating a new information system, on peer observers who are also about to be exposed to the new system and are using it. Our results show that exposure to emotions expressed by peer users have an impact on the observer and his perception of the Information System. This study opens a window to further research in the context of emotions-Information Systems relationships and has a potential implications for Information system adoption in organizations.

## **Overview on the Technological Development and Particularities of Industry Services Development**

**Makram Cheikh**

Politehnica University of Bucharest Faculty of Entrepreneurship, Business Engineering and Management

mighiueduard81@yahoo.com

**Keywords:** Competitive advantage, differentiation, change, technology, technical progress, benchmarking research.

**JEL classification:** O330.

The role of technological development in sustaining the competitive advantage, as also the effect of the technical progress in developing the demand of services for undertakings manufacturing products are underlined in the concepts of technological development and industry services development. Technological development assumes reducing production costs, differentiating the services and increasing the quality and it influences the provider's pricing policy. It is shown that a technological change will not automatically lead to a competitive advantage unless it meets opportunity conditions in relation with sustaining the competitive advantage. Other matters refers to the development of commercial services due to the expansion of modern technologies on operation automation, the computer treatment of the data and communications development, such as: the development of the provider's communications with the customers, the introduction of individualized marketing, increasing the number of served customers, increasing the quality of delivered products, improving the efficiency of the contact personnel and others.

## **Intuition or Marketing Research Information Usefulness in Business Organizations in the Light of Ordinal Regression Analysis**

**Piotr Tarka**

Poznan University of Economics  
piotr.tarka@ue.poznan.pl

**Keywords:** Intuition, information, marketing research, managers, business organization, ordinal regression analysis.

**JEL classification:** M31.

Theorists usually adopt normative or descriptive approach toward managerial decision processes. In the former, it is assumed that managers are able to make optimal choices (Ansoff 1965; Porter 1985) and in the latter option (in descriptive approach) managers rarely make the optimal choices (Cyert & March 1963; Starbuck 1985), hence the actual decisions flow from cognitive limitations, "political" processes, routines and environmental constraints. In present article, it is argued that managers, when considering complex situations, seem to be largely focused on intuitive and judgmental thinking, rather than optimal-based solutions and marketing research information sources. Especially, top executives hesitate to participate in psychological effort and process of screening the stats derived from marketing research. They also fear to participate in ongoing research programmes. On the other hand, their trust in information reflects their typical way of thinking about that information, so they treat information and the marketing research projects as if they were useless. Therefore, managers in companies unconsciously lose the potential of information sources, simultaneously neglecting the marketing research. The above results were derived on the basis of the conducted empirical research. The technique of gathering the information with the use of the internet questionnaire survey was used and the process of choosing the respondents to the sample was conducted in Poland with the use of the two techniques: judgmental sampling and snowball sampling. In this process, the data from two social networking sites, i.e. LinkedIn and Golden Line was used. The size of sample equalled  $N = 391$  individuals and in its structure, there were only included respondents (information users) responsible for decision making.

## **Crowdsourcing and Outsourcing: Friends or Foes?**

**Daniela Ioniță**

Bucharest University of Economic Studies  
daniela.ionita@mk.ase.ro

**Lucian-Florin Onișor**

Bucharest University of Economic Studies  
luciano@ase.ro

**Keywords:** Crowdsourcing, outsourcing, marketing, Internet-mediated research.

**JEL classification:** M31, M19, L24.

Crowdsourcing and outsourcing are alternative ways for performing business activities by companies. The purpose of this paper is to explore what type of marketing activities are nowadays outsourced and crowdsourced by enterprises and which is the best way to do it. We used an Internet mediated research approach and analyzed the content of 40 websites – 20 crowdsourcing platforms and 20 outsourcing companys' websites - to understand what activities are crowdsourced and outsourced and how success is defined in both cases. Our results indicate that while crowdsourcing is used to perform specific and more tactical activities, outsourcing is used for more complex and strategic processes. In addition, crowdsourcing is focusing on quality and finding the best solutions while outsourcing is emphasizing optimization, lower costs and relationships. From a managerial perspective, this does not mean that one excludes the other, but that it can complement each other.

## **Internationalization Strategies of SMEs in the Service Sector: What About Innovation and Performance?**

**Katharina Maria Hofer**

Johannes Kepler University Linz  
katharina.hofer@jku.at

**Alexandra Baba**

Johannes Kepler University Linz

**Keywords:** Firm internationalization, market entry, SMEs, services, innovation, performance.

**JEL classification:** M31.

Small and medium-sized enterprises (SMEs) face challenges in internationalization due to their limited resources. Research on service firm internationalization as well as the antecedents and consequences is scarce (Pla-Barber and Ghauri, 2012). Literature suggests that internationalization for service firms is even more demanding than for manufacturing firms due to the characteristics of services such as intangibility (Zeithaml et al., 1985). Our research is based on the resource-based view (RBV) suggesting that firm internationalization depends on a company's resources and capabilities (Barney, 1991; Wernerfelt, 1984). Extant literature states that firms introducing innovations are more likely to export (e.g., Cassiman et al., 2010). However, research on learning by exporting and thus investigating the effect of a firm's export status on innovation is comparatively scarce (Bratti and Felice, 2012). Therefore we investigate the influence of different market entry strategies on innovation and firm performance. We employed a quantitative, survey-based approach to test our hypotheses. A questionnaire was sent to Austrian CEOs or export managers of internationally active SMEs. We performed analyses of variance (ANOVA, MANOVA) and regression analyses using SPSS. Data analysis reveals that different market entry modes do not have a significant influence on innovation. Regarding firm financial performance, the analysis of the data shows that the entry strategy of foreign direct investment excels other strategies. In terms of non-financial performance, the strategies of foreign direct investment and exporting are the most successful strategies. This contributes to previous research on the relationship between market entry mode choice of SMEs and firm performance (e.g., Brouters and Nakos, 2004). We conclude that pursuing internationalization and innovation at the same time may not be feasible for SMEs due to constraints in their resources.

## **Why Do Consumers Use Technologies for Shopping in Omnichannel Environments? Examining a Special Relationship Between Consumers and Devices**

**Stephan Kull**

Jade University of Applied Sciences  
stephan.kull@jade-hs.de

**Philipp Hübner**

Jade University of Applied Sciences  
philipp.huebner@jade-hs.de

**Keywords:** Omnichannel, Technologies, Consumer Behaviour.

**JEL classification:** M31.

The proliferation of smartphones, tablet computers and mobile internet influences the evolution of consumer behaviour. Trade and industry cater incrementally to consumers who use more and more technologies within their demand journey. Some suppliers distribute their goods and services and communicate in omnichannel systems. Technologies such as Quick Response Code, Near Field Communication, Augmented Reality or beacons provide new opportunities for the embodiment of various phases of the demand process. The internet complements and enables a functional networking of different marketing channels. Technological trend monitoring is now an important management task, as well as the design of omnichannel systems that allow buyers a problem-free shopping across multiple marketing channels. The consumers' acceptance and their willingness to use certain technologies are the focus of numerous studies. But how can different forms of acceptance and willingness to use be explained? How is it that consumers attribute certain technologies like smartphones such an important role in everyday life? The purpose of this paper is to broaden the comprehension of the behaviour of consumers dealing with technologies in an omnichannel environment. This paper develops a framework which focusses on the relationship between consumers and devices in the context of omnichannel systems. Several theoretical approaches such as the actor-network-theory, the extended self and cyborgs are used to derive hypothetical constructs providing implications for downstream empirical studies. The framework implies inter alia that some consumers include technologies in their selves and extend their real selves with a digital self to the point of creating a symbiosis with technologies. Some consumers respond to active impulses from technologies and thereby sometimes change their behaviour. Finally, the framework implies that the higher the importance consumers attach to technologies is, the higher their willingness to use technologies within omnichannel systems is.

## **Branding in China – An Institutional and Consumer Perspective**

**Diederich Bakker**

Hanze University Groningen University of Applied Sciences  
d.j.o.p.bakker@pl.hanze.nl

**Keywords:** Branding, Consumer, China, Brand Management, Brand Strategy.

**JEL classification:** M30.

The aim of this paper is to investigate the Chinese branding landscape. First, the strongest Chinese brands are analysed. This analysis offers explanations for typical Chinese brand strategy and establishes current trends in Chinese brand management practice from a corporate perspective. The research includes an empirical study on the motivations of Chinese consumers investigating their preferences of Chinese brands over non-Chinese/Western brands. While the discipline of brand management has a relatively short tradition in Chinese boardrooms, the outcomes of Chinese consumer preferences towards their favorite brands are both revealing and unexpected. The paper will conclude with the formulation of four Chinese branding trends that are likely to shape the Chinese branding landscape in the future.

## **Self-Regulation in the Field of Digital Advertising from European Perspective: An Assessment on Self-Regulatory Principles Associated with Digital Advertising**

**Yeşim Çelik**

AKDENİZ UNIVERSITY

yesimcelik@akdeniz.edu.tr

**Keywords:** Digital Advertising, Self-Regulation, Europe.

**JEL classification:** M31.

Digital platforms are constantly evolving and gain importance in connection with the new communication technologies. In conjunction with this, digital platforms are used by a large segment of the society, and digital advertising is preferred by advertisers, creative agencies, and media planning and buying agencies in order to reach target audience. In paralel with this advancement, principles have been determined in the field of digital advertising by self regulatory bodies at the international and national level. These self-regulatory arrangements are particularly important for consumers, advertisers, media corporations, and agencies. This study examines self-regulation in the field of digital advertising from European perspective. In this context, the study focuses on an assessment on self-regulatory principles associated with digital advertising. The aim of the study is to reveal the main characteristics digital advertising self-regulation policies in the axis of Europe. In the conclusion of the study, the most significant mainlines, the primary principles, and the basic restrictions are determined in terms of digital advertising policies in the axis of Europe.

## **What Does this Mid-Point Stand For? Exploration of a Tool that Distinguishes Ambivalence from Indifference and Uncertainty**

**Alice Audrezet**

ISG International Business School  
alice.audrezet@isg.fr

**Béatrice Parguel**

Paris Dauphine University  
beatrice.parguel@gmail.com

**Keywords:** Ambivalence, indifference, uncertainty, attitude measurement, measurement tool.

**JEL classification:** M31.

Companies are fond of global evaluations. After each online purchase or service experience, customers are often asked to assess what they have paid for on bipolar rating scales. However, the literature on methodology reveals serious problems related to the mid-point displayed on such continuums (e.g. Kaplan 1972; Thompson et al. 1995). Actually, this mid-point inappropriately aggregates uncertain responses (difficult evaluation) with ambivalent (a combination of moderate to high positivity and negativity) or indifferent (low positivity and negativity) ones, when these different responses reflect different attitudes and drive distinct behaviors (Thornton 2011; Yoo 2010). The 5×5 Evaluative Space Grid (ESG), developed in psychology by Larsen and colleagues (2009) to measure both the degree of positivity and negativity of a stimulus, could help address this methodological issue. Based on both a qualitative and a quantitative explorations, we show that the ESG actually allows disentangling those different types of evaluations along its diagonal. Concretely, we showed that respondents' involvement toward the evaluated object increases along the diagonal while their certainty in their responses increases on both sides departing from the mid-point: the zone at the bottom left of the diagonal gathers indifferent reactions, the zone on the upper right area of the diagonal more ambivalent reactions, uncertain reactions are collected in the middle of the diagonal, providing the opportunity to "avoid making a choice". This research provides important theoretical and methodological contributions. It theoretically clarifies the attitudinal literature regarding the evaluations usually inappropriately aggregated on the mid-point of bipolar scales and offers a tool to measure them. From a managerial point of view, this research provides a tool for practitioners who wish to understand what lies behind average performances. More precisely, the distinction between the three types of neutral evaluations enables one to distinguish between informative and uninformative evaluations.

## **Making Brand Visible: Advertising Elements Influencing Visual Attention to the Brand**

**Viktorija Grigaliūnaitė**

Vytaytas Magnus University  
viktorija.grigaliunaite@vdu.lt

**Lina PILELIENĖ**

Vytaytas Magnus University  
lina.pileliene@vdu.lt

**Keywords:** Advertising effectiveness, brand, visual attention, eye tracking.

**JEL classification:** M31, M37.

Advertising is a trillion dollar industry, which reveals the importance for each of the company investing in advertising to create effective advertising campaigns in order to make investments profitable. Nevertheless, in today's intensifying competition creating effective advertising campaigns becomes more and more of a challenge. Even if some elements of advertising are attention-grabbing, this does not guarantee that the brand in the advertisement will be noticed, which in turn leads to reduced advertising effectiveness. Such phenomenon is especially relevant to outdoor advertising. Consequently, this research aims at determining the specific criteria of advertising elements that influence consumers' visual attention to the brand presented in the outdoor advertisements. The specific criteria are determined in phases: 1. The elements of advertising that theoretically can influence consumers' visual attention to the advertisement / brand are determined based on the analysis of previous scientific researches; 2. The sample advertisements regarding determined elements of advertising that theoretically can influence consumers' visual attention to the advertisement / brand are composed based on the content analysis and advertising experts' interview; 3. The eye tracking experiment using Tobii Eye Tracking Glasses is provided with the sample advertisements; 4. The specific criteria of advertising elements that influence consumers' visual attention to the brand presented in the advertisements are determined based on the results of eye tracking experiment. The research reveals what and how the specific elements of advertising must be managed in order to attract consumers' visual attention to the brand presented in the outdoor advertisements, which enhances the possibility to improve brand awareness, recall, and recognition, resulting in enhanced possibility of advertising effectiveness.

## **Elaboration of the Model for the Assessment of Outdoor Advertising Effectiveness**

**Lina Pilelienė**

Vytautas Magnus University  
lina.pileliene@vdu.lt

**Viktorija Grigaliūnaite**

Vytautas Magnus University  
viktorija.grigaliunaite@vdu.lt

**Keywords:** Advertising effectiveness, advertising placement, environmental factors, outdoor advertising.

**JEL classification:** M31, M37.

Outdoor advertising is an inseparable part of a contemporary urban environment. Many companies consider it as one of the inevitable consumer attention grabbers. However, the intensifying speed of life and information overload stimulate the processes of adaptation and perceptual defense. Considering the growing competition among advertisers, the determination of the external factors affecting the effectiveness of outdoor advertising becomes an important issue. This study aims at elaborating the model for the assessment of outdoor advertising effectiveness which would enable the optimal choice of the place for the advertisement. The model is elaborated in stages: 1. The environmental factors possibly affecting the effectiveness of the outdoor advertising are determined based on the analysis of previous scientific researches; 2. The theoretical model for the assessment of outdoor advertising effectiveness is composed; 3. The theoretical model for the assessment of outdoor advertising effectiveness is being verified providing a questionnaire research (Structural equation modeling (SEM) using partial least squares (PLS) path modeling methodology is applied for statistical analysis); 4. The impact of model's variables on advertising effectiveness is determined; 5. General model for the assessment of outdoor advertising effectiveness is composed. The research reveals that based on the specific situation the most important factors are those related to the place of dislocation; furthermore, factors influencing audience's physical and psychological status and environmental conditions must be taken into consideration in order for the advertising to be visible for the target audience and have a possibility to become effective.

## **Market Orientation in the Hungarian Municipal Public Service Provision**

**Tamas Jozsa**

University of Pannonia  
jozsatamas@yahoo.com

**Keywords:** Public service provision, market orientation, organizational performance.

**JEL classification:** M31.

Considering the visible convergence between public administration and marketing theory it is to be concluded that there is an unfolding new field of practices that give floor for new propositions and approaches in the sector of public service provision. The municipalities in Hungary play a significant role in the provision of public services and they are responsible for a vast array of local services. The goal of the recent state reform is to create a legal framework in order to increase the efficiency and effectiveness of the local services. The municipalities are obliged to enhance the performance of the service delivery and thus are expected to support the goals of the central government. The aim of the study is to scrutinize the availability of marketing concepts in order to improve the organizational performance of local service provision. The research is being carried out with respect to water and sewage utility services, maintenance of public space and cemetery, waste management, public transportation, heat supply and municipal nourishment. The fitness of marketing concept to strengthen the customer dimension outputs of the service provider depends on the existing level of market orientation. According to the findings the model of market orientation plays a significant role in public sector as it is linked to organizational performance. Results suggest that organizational performance is highly impacted by the response elaboration of the staff, while other antecedents such as market turbulence, political influence, soft budget constrain and organizational conflict have their impacts as well. There is evidence that the commitment of the staff plays a crucial role in the service provision, which points on the importance of human dimension in public sphere. Remarkably, intelligence generation by the staff as one new important element of market orientation has been defined.

## CSR Assessment Model

**Desislava Serafimova**

University of Economics - Varna  
serafimova\_d@ue-varna.bg

**Keywords:** Corporate Social Responsibility (CSR), Social audit, CSR assessment model.

**JEL classification:** M14.

The opportunities for measuring, assessing and reporting socially responsible practices are a relevant issue for modern business. They are studied by international organizations, research groups, scientists and practitioners who use various methods and measurers of Corporate Social Responsibility (CSR). Usually their assessment models serve narrower goals – for example, certification with a CSR standard, membership in a CSR-partnership network, ranking according to a social index and others. In recent years more organizations apply CSR practices. Some of them use external professional auditors in order to judge achieved results, make their social reports and outline opportunities for improvement. However, other organizations, especially those who start to apply CSR and SMEs, prefer to carry out in-company assessment of their socially responsible behavior. This paper presents the author's model for assessing CSR practices which is applicable for organizations of small, medium and large business. The model is meant to help managers in formulating CSR strategies and to serve as a standard for comparison which companies can follow to improve their responsible behavior. At the same time, this model is designed in such a way that it can allow non-specialists to use it easily for the objectives of in-company social audit. The paper is structured in three parts. The first one explains the theoretical assumptions in modeling the processes for assessing CSR. After that there are outlined the methodical issues concerning the models for assessing CSR as applied by international organizations, standards, contests, rating organizations, social indices, organizations for social accountability and social audit. At the end there is a characteristic of the author's generalized model for assessing CSR and the methodology for its application.

## Identifying Competitive Advantages for Territories

**Yana Balashova-Kostadinova**

University of Economics-Varna  
yana.kostadinova@ue-varna.bg

**Keywords:** Competitive advantages, territories.

**JEL classification:** M31.

Territories like businesses struggle in an ever stronger competitive environment. The opening of markets and the free transfer of information about every spot in the world to every spot on Earth almost instantly as well as the easy movement of people makes it very important for territories to promote themselves. They compete not only as destinations in tourism related aspects but also as places to live in, work in and develop your business in. It's no wonder that territories start to adopt business techniques to let them thrive in this environment. Territories are certain areas with their own already set resources like natural resources, historical sights, special products, created only there, specifically-skilled people, specific traditions, food and so on. Advantages are usually derived from attributes that allow a territory to outperform its competitors and strategic management should be concerned with building and sustaining these advantages. This article will attempt to find ways of accurately identifying the advantages of a territory, classifying them as competitive or comparative in order to find ways and approaches of using them as means to developing and marketing the territory as a whole while attempting to satisfy all stakeholders' needs and wants.

## **Promoting Excellence in Customer Management: Emerging Trends in Business**

**Moira Clark**

Henley Business School  
moira.clark@henley.ac.uk

**Tony Harrington**

Henley Business School  
tony\_harrington@btinternet.com

**Andrew Myers**

Henley Business School  
aj\_myers@btinternet.com

**Keywords:** Trend analysis, Engaged culture, Customer journey, Customer innovations, Customer-centric focus.

**JEL classification:** M31.

The importance of customer management as an area for research inspired the formation of an academic, UK based customer management research centre in 2006. The Centre is a unique collaboration between business and academia, which aims to promote excellence in customer management. Together its members discuss and share current challenges to create a genuine opportunity that harnesses the forward thinking that delivers growth; building transferable knowledge and turning it into effective practice. The purpose of this paper is to share the findings of a ten year longitudinal study of customer management issues that have been identified by businesses that have collaborated with the research centre; and to identify emerging trends in marketing that are being reported and which will provide opportunities for future research through practical best practice case study examples. Over the last decade many themes have emerged and have been researched within the Centre; areas such as gaining insight into on-line and off-line customer experiences, managing out-sourced relationships, multi-channel marketing and dealing with service recovery through effective complaint handling. Using social media for innovation, collaboration and commercialization has also been a key theme that has frequently been raised. One area that members have identified as an emerging focus for research is managing the customer journey more effectively so that organizations can make it easier to become a customer whilst simultaneously adding value to the customer experience. A further research opportunity is exploring how organizations can effectively develop the softer side of their business to improve customer management, for example, how to achieve an engaged culture and climate so that it improves business performance. By identifying these emerging business trends it is then possible to design a research agenda that will help companies to continuously innovate and adapt; leading to an improved customer-centric focus and sustaining a competitive edge.

## Emerging Trends in Customer Management in a Changing World

**Anne Dibley**

Henley Business School  
anne.dibley@henley.ac.uk

**Moira Clark**

Henley Business School  
moira.clark@henley.ac.uk

**Andrew Myers**

Henley Business School  
aj\_myers@btinternet.com

**Keywords:** Customer management, Organizational culture, Customer innovation, Customer engagement.

**JEL classification:** M31, M15.

The number of customer management related research publications has increased significantly over the last decade (a 70 per cent increase); where key areas or themes have mainly focused upon subjects such as customer satisfaction, customer service, customer loyalty, customer relationship management and customer value. The number of published articles relating to customer relationship management appears to be on the decline, having peaked in 2013 (a 25 per cent decrease); whilst other key themes have remained fairly steady. This would suggest that new trends in customer management are emerging, or are on the increase. The objective of this paper is to explore and highlight current and future trends in customer management by means of a literature review of marketing and related journals/texts spanning the last twelve months. The outcomes of this review and their relevance to marketing and customer management include themes relating to getting the organizational culture right, as well as adapting and connecting better with customers. Furthermore themes relating to personalization and designing customer journeys, as well as understanding the influence of innovation, co-creation and social media, can all influence brand credibility among customers. The themes highlighted all relate to ways in which companies can enhance their engagement and interaction with customers in a changing world; a world that is changing because of advances in technology and a proliferation of online communication, alongside increasingly powerful and demanding customers. Today's customers prefer to buy from companies who, not only genuinely understand their needs, but also understand how their offerings fit into their customers' lives. This paper summarizes trends that are relevant to both academia and business, where customers' expectations of companies are higher than ever before. Looking beyond customer relationship management can help companies better understand these new trends and innovations and how they can prepare better for the future.

## **A Study of Entrepreneurial Venture of Dairy Products in Central Uttar Pradesh, India**

**Dr Ehtesham Abbasi**

King Abdul Aziz University  
ehabbasi@gmail.com

**Keywords:** Entrepreneurial Development, Dairy Products, Marketing Feasibility, Financial Viability, KK Milk Fresh Ltd.

**JEL classification:** M31.

A potential entrepreneur needs insight and vision in terms of the viability of the proposed project concept. Most rational decisions, taken either by existing or aspiring entrepreneurs to make a business investment, are preceded by an investigation of the feasibility of the project. In support of this, the functions of undertaking a feasibility study include the following:

- It provides the knowledge, conviction and specific operational insights into the viability of a project, in terms of market, technical, Financial and other perspectives.
- A feasibility study provides the basis for developing the concept into a business plan and subsequent start-up.
- It allows the product/service to be tested in a practical marketplace setting without major resource commitments.
- The feasibility study document acts as a reference for support agencies, grant aiding authorities, potential partners, business associates and lending institutions, as a basis for generating interest and commitment for the proposed business.

**MARKET ANALYSIS.** It involves market analysis of market conditions which affect product, price, promotion, place (distribution) and packaging.

**TECHNICAL ANALYSIS.** It incorporates a review of the product, manufacturing/supply process, plant location, size and layout.

**FINANCIAL ANALYSIS.** With emphasis placed on the provision of financial statements, so that the project can be evaluated in terms of various commercial profitability and the magnitude of finance required.

The present study is based on K.K MILK FRESH Ltd. which is located in Indian state of Uttar Pradesh, tries to highlight the market potential for dairy product in Uttar Pradesh. State of Uttar Pradesh, India is the fastest growing state in India in terms of population. If the population of U.P is taken alone it is the sixth largest country of the world. Income level of people are rising so as the enhanced demand for dairy products.

## **Integrated Marketing Communication Tools: Traditional vs. Modern**

**Olimpia Oancea**

University of Pitesti  
olimpiaoancea@yahoo.com

**Amalia Dutu**

University of Pitesti  
pandelica.amalia@yahoo.com

**Mihaela Diaconu**

University of Pitesti  
diaconu\_m2005@yahoo.com

**Mihaela Brinzea**

University of Pitesti  
mihaelabranzea@yahoo.com

**Keywords:** Integrated marketing communication, modern communication tools, traditional communication tools.

**JEL classification:** M30, M31, M39.

This paper proposes to provide a conceptual framework regarding integrated marketing communication tools modern versus traditional. The results of research performed offer the answer at the question: "Are the communication tools modern completely different from those traditional or the principles are the same and differ only new media platforms?". The simplest answer to this question is that probably not really matter as they are called, traditional communication tools or modern communication tools, it is very important how they can create value and efficiency in a world where predominates communications technology. The main conclusions of this study show the fact that in a global market characterized by a high dynamism and strong competition, the challenge for most companies is to identify the most effective tools through which to communicate with actual and potential customers. If initially, the concept of integrated marketing communication took into account the needs and the interests of customers, based on the premise that the integration of its components represents a value both for the customers and for the companies, today it is a certainty that the market is headed and influenced by the customers. Any integrated marketing communication plan should start with a careful analysis of the company's image, the buying behavior of the consumers and communication opportunities. The next important step consist in identification and using the tools of integrated marketing communication considered to be consistent and effective in communication activities of a company.

## **Automated Marketing and the Need for Revising Traditional Practices**

**Evgeniya Tonkova**

University of Economics - Varna  
evge@mbox.digsys.bg

**Keywords:** Automated marketing, channel configurations, capacity management.

**JEL classification:** M31.

The development of Internet technologies, communication and distribution models in the last decade contributed for the favourable change in companies' business environment and the purchasing conditions for consumers. The changed understanding of distribution and the configuration of channels defined as a factor for market success set forth the need for applying flexible marketing and real-time marketing in order to achieve target efficiency on the level of market, segment, channel, object and subject. There are several challenging areas of marketing which can be solved through its automation: management of capacities, increasing the efficiency of marketing communications, overcoming information asymmetry, relevant price setting and management of inventories. Companies invest in designing technologies, software and platforms for automated marketing by striving to facilitate and speed up marketing processes not only on company level but on the level of channel configurations, B2B, B2C and C2C as well. Moving traditional marketing practices to e-environment is not always possible and it does not always achieve success. It is necessary to maintain a balance between the use of new technologies for production, distribution, communication and price setting. Designing and applying innovations for one of these elements only is not enough to achieve long-term market success. Dynamic market changes and offering on behalf of consumers make companies face the issue of the hierarchy of decisions and authorizing managers to make real-time changes. An alternative for companies is to shift part of the processes and activities to automated marketing. The other alternative for them is to give more freedom to their staff and stimulate real-time creative marketing through relevant motivation and organization of positions. It is certain, though, that the speed, scope and control favour the first alternative which will continue to develop in various spheres of economic and social life.

## **Innovative Models for Generating Ideas in High-Tech Environment**

**Antoniya Boykova**

University of Economics – Varna  
antoniya.boikova@abv.bg

**Keywords:** Innovations, ideas, technology, new product, idea generation.

**JEL classification:** M31.

Rapidly changing world creates new challenges and opportunities for business and society. Innovations help companies constantly evolve in order to adapt to changes in market conditions and alter them. The new wave of technologies has led to the emergence of open innovation. As a result, there has been a change in the interaction between companies and consumers where cooperation is a new source of innovation. Interactive communication allows businesses to understand much more quickly the view of their customers, to stimulate their cooperation and to provoke generating ideas on their part. This helps them respond appropriately to both changing market conditions and crisis situations. The report focuses on innovative models for generation of ideas for new products. These models are the result of the development of modern society and achievements in the field of technology. An important factor for success in many markets is the approach of using the platforms to develop products and ideas. This approach helps companies create new and differentiated products more effectively by meeting expectations and needs of consumers.

## **Identify of Information Asymmetry Practices in Bulgarian Goods Market**

**Manuela Ivanova**

University of Economics - Varna  
manuela\_ivanova@outlook.com

**Keywords:** Information asymmetry, goods market, B2C relationship, information asymmetry practices.

**JEL classification:** M31.

In the contemporary conditions of the high technological business environment, information is a valuable factor for development and success of companies and markets. Many scientists regarded information as an incoming factor, but exist inconsistency between incoming and outgoing company information. This inconsistency results in information asymmetry in the business relationship on goods market. The existence of information asymmetry in the sellers-buyers relationship is a precondition to multitude financial and moral risks about all parties involved in the market transactions. The purpose of this paper is to identify different practices of information asymmetry on Bulgarian goods market and present advantages of improving B2C relationships via reducing of information asymmetry.

## **Cross-functional Working: Some Thoughts about the Third Market Orientation Component Implementation**

**Amalia DUTU**

University of Pitesti  
pandelica.amalia@yahoo.com

**Mihaela DIACONU**

University of Pitesti  
diaconu\_m2005@yahoo.com

**Olimpia OANCEA**

University of Pitesti  
oanceaolimpia@yahoo.com

**Keywords:** Business environment, change, value creation, working cross-functional.

**JEL classification:** M31, D20.

During the last 15 years, businesses, technologies, business models have become much more complex. Business environment will continue to grow, becoming more complex and volatile, providing new opportunities for companies that have the ability to quickly identify and exploit such opportunities. The competitive dynamic has led to greater instability in profitability. In this complex global context, the consumers' power has increased unprecedentedly, leading us into a consumer economy. Today, the consumer has become more sophisticated and better informed, being driven by the principle of "value for money". Client-led economy, knowledge and lifelong learning have become key success factors. Thus, the knowledge component of products and services has increased significantly in importance and has become the dominant component of the value offered to the customer. Based on these changes in the business environment, companies are more concerned with finding ways to build customer value by working cross functionally. Thus, this paper aims to analyze the importance of inter-functional cooperation in developing new products, to provide an inventory of the antecedents and consequences of cross-functional cooperation and to propose a series of principles for the operationalization of this concept into the companies' practices.

## Exploring Tourists' Emotional Experiences within a UNESCO Geo-Park

**Rita Cannas**

University of Cagliari  
rita.cannas@unica.it

**Daniela Pettinao**

University of Cagliari  
pettinao@unica.it

**Keywords:** Tourists' emotional experiences, customer satisfaction, cultural tourism, UNESCO heritage, tourism experience.

**JEL classification:** M21, M31.

Among the tourism customer satisfaction field of study, is emerging a new area which focuses on emotional tourism experiences' features. Emotion and satisfaction are closely related construct. The idea is to consider emotional variables when modelling consumers' satisfaction processes (Bigné et al., 2005; Bigné et al., 2008a; Liljander and Strandvik, 1997; Prayag et al., 2013). Using this idea, several researchers found that visitor's satisfaction at cultural site (Caldwell, 2002; Martín-Ruiz et al., 2010) is not merely influenced by the technical aspect of the product itself, but also by the emotional, cognitive and social values associated with it. Tourism experiences are influenced by various dimensions of emotions: for instance, Hosany et al. (2014) identify joy, love, and positive surprise as the three key dimensions of emotional experiences. Kim and Ritchie (2014) adopt dimensions such as social interaction and local culture, meaningfulness, involvement, happiness, novelty, etc., to conceptualize the construct domains of memorable tourism experiences in which emotions play an essential role. In our contribution we explore the emotions as the backbone of satisfactory tourists experience in the Rosas Mining Village, a Sardinian UNESCO geo-park, which offers mining museum attractions and tourist facilities. Our main research question investigates how emotions generated by the tourism experience of cultural site consumption positively influence visitors' satisfaction. Considering a previous study about the Rosas Mining Village (Cannas, 2015) we hypothesize that positive tourists emotions are shaped by and related to the interactions with the local community. The study methodology is based on a quantitative approach, and a survey analysis conducted by a questionnaire. The questionnaire groups three main items: 1) sociodemographic profile; 2) emotional dimensions such as joy/love/surprise; 3) social interaction and involvement with local community' dimensions. The study aims at providing empirical insights to determine emotional associations tourists attach to cultural and community-based destinations.

## **The Science of Customer Satisfaction in the Retail Banking System- A Critical Comparison between the Two International Indexes: Net Promoter Score (NPS) and American Customer Satisfaction Index (ACSI)**

**Elena Lidia Melnic**

Transilvania University of Brasov  
elena\_melnic@yahoo.com

**Keywords:** Customer service culture, customer satisfaction, marketing research, banking, NPS, ACSI.

**JEL classification:** M31.

For customer-centered banks, customer satisfaction is both a goal and a marketing tool. Banks need to be especially concerned with their customer satisfaction level today because with the development of social media and online environments, the experience of a client with a bank, a product or service can propagate much faster, spreading both good and bad word of mouth to the rest of the world. This article explains the two international measurements' techniques for tracking the customers' overall satisfaction on repurchasing intention, likelihood or willingness to recommend the bank to others as well as specific attributes or benefits perceptions likely to be related to customer satisfaction. Those methods are Net Promoter Score (NPS) and American Customer Service Index (ACSI). Global CSI enables organizations throughout the world to license ACSI's powerful, scientific methodology to create customer satisfaction indexes for their own national economies and to benchmark with other indexes adopting the ACSI methodology. Research has shown a strong and consistent association between customer satisfaction, as measured by NPS and ACSI and banks' financial performance in terms of ROI, sales, long-term value. Results from the critical comparison indicate that both NPS and ACSI indexes do not fully account for ex-customers or those who were never customers. The challenge now for banks is to deliver superior services, to exceed the customers' expectations, trying to offer more than just a good quality product or service, but trying to figure out what the customer needs in the future as well. This is also the case for Romanian Retail Banking System as it resulted from the research conducted on the local market, due to the fact that monitoring and continuous improvement of customer service become nowadays a strategic objective.

## Customer Vs. E-tailer: How Tablet Affects Mobile Commerce

**Sunday Adewale Olaleye**

University of Oulu  
Sunday.Olaleye@student.oulu.fi

**Keywords:** Relationship marketing, Customer engagement, Customer relationship management, Mobile devices, Mobile marketing, Website reputation, E-tailer.

**JEL classification:** M31.

**Purpose** – Mobile devices most especially tablet create chances and challenges for mobile commerce vendors as they seek to increase their profits and optimize online shopping. This study examines consumer behaviour with regards to tablet usage for consumption across two countries in two continents.

**Design/methodology/approach** - Exploratory and confirmatory factor analysis was conducted to validate the constructs while structural equation modelling (SEM) was employed to test the hypotheses based on 550 respondents.

**Findings** - The findings show that reputation of e-tailer's website is a strong predictor of trust and loyalty to use a mobile tablet for online shopping. Future research can concentrate on the impact of using tablet for sales increase or how social media apps can influence mobile commerce by using Tablet with a focus on generation X and Y of developed and developing countries.

**Research limitations/implications** - This research impacts and extend the growing body of knowledge on usage of mobile devices.

**Practical Implications** – This study reveals the need for e-tailers to combine their in-house strategy with emerging technology and create a technology plan that targets the soft spot of the consumers. Since customers are very important, there is a need for the online vendor's globally to target the tablet users when they are optimizing their websites for effective visibility and usability. This action plan will facilitate a cordial relationship between e-customer and e-tailer.

**Originality/value** – This study on mobile marketing in the context of tablet usage is paramount to the marketing practitioners and the scholars. There is more publicity about the study on practitioner's electronic and print media but a scanty research domain in the academia, due to this limitation, this study on e-tailing will extend marketing literature and contributes to filling the research vacuum.

## **Food Tourism: The Melaka Gastronomic Experience**

**Xue Fa Tong**

Multimedia University  
xftong@mmu.edu.my

**David Yoon Kin Tong**

Multimedia University  
yktong@mmu.edu.my

**Wai Sern Tam**

Multimedia University  
jeremytam94@hotmail.com

**Keywords:** Food tourism, motivation, novelty, online reviews, marketing and advertising.

**JEL classification:** L83.

Food tourism constitutes a revitalising role in tourist enterprise management. In recent years, gastronomic experiences have emerged as strategic commodity in differentiating and branding tourist destinations. Contemporary tourists are seeking authentic gastronomic routes to further enrich their cultural and experiential journeys in their destination choices. In the UNESCO World Heritage City of Melaka, the appeal of unique Malaysian cultural food heritage has also drawn its fair share of food tourists. The potential economic impact of food tourism on the tourism industry is considerably significant. However, the conversion of a region into a differentiated culinary territory is a challenge for tourism destinations. Therefore, it is necessary to identify the mechanism of tourists' perceived value on the culinary landscape of their destination choice. This study aims to analyse the effects of novelty and online reviews on food tourists' motivation towards their destination choice in Melaka. The study further explicates the mediating effect of marketing and advertising on novelty and online review. Data were collected in the vicinity of Melaka tourist attractions by means of quota sampling. Identified visitors were intercepted and subjected to e-questionnaires using iPad. A total of 184 samples were collected via this paperless method. Collated data was analysed using SPSS and AMOS. Results from the analyses indicate novelty and online review to have effect on tourists' motivation. In mediating the indirect effect of marketing and advertising, we found a partial mediation on novelty and motivation but a full mediation on online review and motivation. The study outcome holds practical implications in efforts to establish favourable destination image in Melaka through credible marketing and advertising activities. An improved tourist expectations on destination choices warrants post-experience satisfaction, favourable online reviews, visitors' loyalty and revisit intentions. In this context, food tourism will be better positioned for sustainable tourism revenue growth.

## **Agro-Tourist Boarding Houses in Romania: Is Their Online Positioning Designed To Be Effective?**

**Carmen Bălan**

The Bucharest University of Economic Studies  
carmen.balan@mk.ase.ro

**Keywords:** Marketing, positioning strategy, points of parity, points of differentiation, agro-tourist boarding houses.

**JEL classification:** M30, M31, Z33.

Do the Romanian agro-tourist boarding houses design online positioning able to have an effective impact on the target customers? The answer to this question may have critical consequences for the competitiveness, profitability and sustainability of these businesses. Systematic studies on this topic are rather few in Romania. The paper presents the findings of one of the first studies aiming to explore this research question. The main objectives of the research were the following: (i) to discern the types of customers targeted by these agro-tourist boarding houses; (ii) to search the main pillars on which positioning relies in this sector; (iii) to identify the points of parity; (iv) to find the types of points of differentiation communicated online; (v) to investigate the core brand promise of the agro-tourist boarding houses. The study was based on the analysis of secondary sources of information available in an online touchpoint such as a portal dedicated to the boarding houses. The online information analyzed focuses on the positioning strategies designed by the agro-tourist boarding houses, not on actual image forged among Romanian and foreign tourists. Based on the research findings, specific recommendations are formulated for the benefit of both the agro-tourist boarding houses and their customers.

## **Crowdsourcing: Looking for a Pattern**

**Maria Colurcio**

Department of Legal, Historical Economic and Social Science, University Magna Græcia of  
Catanzaro, Italy  
mariacolurcio@unicz.it

**Stella Carè**

Department of Legal, Historical Economic and Social Science, University Magna Græcia of  
Catanzaro, Italy  
s.care@unicz.it

**Angela Caridà**

Department of Legal, Historical Economic and Social Science, University Magna Græcia of  
Catanzaro, Italy  
angela.carida@unicz.it

**Monia Melia**

Department of Legal, Historical Economic and Social Science, University Magna Græcia of  
Catanzaro, Italy  
monia.melia@unicz.it

**Keywords:** Crowdsourcing, co-creation, value, practice.

**JEL classification:** M31.

During last years the relevance of crowdsourcing has increased both among scholars and practitioners: about the 85% of the Best Global Brands developed crowdsourcing projects during last 10 years (eYeca, Annual Report 2015) and the bibliometric indexes on the topic show an increasing trend (ISI WEB of Knowledge, 2016) of publications. Collaboration and, more specifically, the integration of resources of different actors (Caridà et al., 2014) now arise as pre-conditions for the definition of the process of value creation which business model have to be addressed to (Zott et al., 2011). The crowd is a relevant source of innovation for firms (Brem, Bilgram, 2015) and the collective creativity (Boulaire et al. 2010) that it expresses (Majchrzach, Malorta 2013; Colurcio et al., 2012) is a valuable contribution as it matches knowledge and creative potential belonging to several individuals (Pepler, Solomou, 2011). Collective creativity is a unique and not replicable resource that come from interaction between many different actors (Hargadon, Bechky 2006). The role of social media for the development of the interaction (Kozinets, Hemetsberger, Schau, 2008) is particularly emphasized and attention focuses on collaboration between business / brand and the crowd for the generation of ideas for the development of new products (Pitta, Fowler, 2005; Boudreau, Lakhani, 2013). However, despite the relevance of crowdsourcing as source of innovation and modes for co-creating value, contributes on the strategic implication of the topic for both practitioners and researches remain on a theoretical level (Prpić et al., 2015). Indeed, studies that deal with crowdsourcing in a practical perspective of the value co-creation are scant so far. This study advances knowledge about crowdsourcing providing both theoretical and managerial fresh insights. First, it contributes to the theoretical debate as depict crowdsourcing according a value co-creation framework and enhances study on resource integration (which remains conceptual so far) by empirical evidences, a literature review and the analysis of crowdsourcing in Italy. Second, the study outlines a management practice of crowdsourcing which track for innovative business model design. The paper provides illustrations of different crowdsourcing alternatives, as performed by Italian companies and investigates in depth an Italian successful case. The contribution to the debate on the topic consists in proposing a managerial practice to draw up a crowdsourcing project.

## **Emerging Trends within the Public Sector in Flanders. Towards a Self-Organising Centre of Government**

**Dries Verlet**

Research Centre of the Flemish Government & Ghent University (Faculty of Economics and Business Administration)  
Dries.Verlet@dar.vlaanderen.be

**Keywords:** Public sector innovation, self-organizing teams, centre of government.

**JEL classification:** D73.

At the moment, the public sector all over Europe undergoes an efficiency and effectiveness cure. The financial economic crisis sheds another light on several changes. It surely rises, more than ever, another dimension in the debate: “reaching more with less resources”. With this paper, we wish to analyze the situation in the Flemish government more closely. Changes in the socio-economic environment of the public sector challenge their internal management. Increasingly, organizations perform their managerial tasks in a result-oriented way, often by introducing private sector managerial techniques. More and more, innovative management techniques and mechanisms are explored, whether on a small project based scale or on a larger scale. So there is the rise of “new” policy instruments and the way administrations organize themselves. In this paper, we examine the way the Flemish Department of Public Governance and the Chancellery is dealing with its new role as centre of government. Such a Centers of Governments are gaining importance in a complex political scenery confronted with wicked issues within a changing societal context. Besides its positioning within the societal context, there is also a major internal shift within the department. Inspired by innovative management techniques, a transition is going on from a rather classical hierarchical structure to a network governance structure constituted by a set of self-organizing teams. In the paper, we present the changing positioning of the department and the way the internal transition is initiated and implemented further. Besides, in the empirical part of the paper, we also use the data of a survey within the organization dealing with the support of the transition and the new working principles.

## **Developing the Profile of Green Consumer and Family Decision Making Model: A Review**

**David Yoon Kin Tong**

Multimedia University  
yktong@mmu.edu.my

**Chau Keng Tee**

Multimedia University  
chaukeng@gmail.com

**Hishamuddin Ismail**

Multimedia University  
hisham@mmu.edu.my

**Keywords:** Green consumer profile, family decision model, socioeconomic status, sequential mixed method.

**JEL classification:** L26.

Ecopreneur's business activity involves the understanding of the relationships between creating and selling ecological products to eco-consumers and the environmental consequences associated with the purchase. In order to comprehend the market impact of their business, sales growth and market share, ecopreneur needs to know the demand of the green consumer. One effective method is to establish consumer profile modelling. Cross examining two related articles, we found the authors used socio-demographic variables and psychographic variables for profiling. They included ecologically conscious consumer behaviour to determine purchase intention and purchase behaviour. While the authors may have determined the factors influencing purchase behaviour, we discerned that the participants were students. In reality, eco-consumers are mainly widespread. Little is known about the market in Malaysia. As such, we intend to re-examine and extend their works. At this stage, we aim to review three areas: green consumer profiling, family decision model and research methods to determine the eco-consumers' purchase intention and behaviour. In the review, we found that socioeconomic status to be included as third variable to socio-demographics. These three constructs provide a clearer discrimination of green consumers and their demand for the types of green products and an efficient way to segment consumer green attitudes and behaviour. In research design, survey instruments were commonly used for data collection and analysed using chi-square test, regression, structural equation modelling, and data mining. Nowadays, nontraditional family with dual-income and children has changed the role of family decision making. Accordingly, we adopt the sex-role orientation and children decision in our model. In decision making model, past studies used qualitative research such as interview and focus group. In this study, we propose to use sequential mixed method of qualitative interview follow by survey for our research design. This method provides the researcher to elaborate and validate the findings.

## **Doing the Double Limbo - A study of Alternative Retail Practices for Food Waste and Price Reduction**

**Tino Bech-Larsen**

Aarhus University  
tib@mgmt.au.dk

**Keywords:** Marketing practice, food waste, pricing.

**JEL classification:** M31.

Being a cause of negative environmental, economic and social effects, the problem of food waste has received increased attention from ngo's, consumers and governments alike. Commercial and social food marketers have reacted to this development by the implementation of alternative practices for waste reduction. This paper discuss three examples of such practices: a) a change in food retailers' pricing strategies for items close to expiration, b) the appearance of new (semi-commercial/semi-social) types of food retailers, and c) an up-grading of social food marketing from the soup-kitchen level to large scale operations. As these practices represent descending consumer prices (reductions from approximately 20 to 100%), they may be used to illuminate how social and commercial food marketers perform the double (food price and waste) limbo. With an outset in the analyses of 6 cases, and 9 expert interviews, this paper explores the initiation, diffusion and prospects for the three practices. Thus, apart from an exploration of the drivers and dynamics of the three practices, the purpose is to assess the likelihood of their survival and institutionalization. The analyses indicate that the practices related to item reduction and up-scaled food donation have better chances for survival than the semi-commercial/semi-social food outlets.

## **Business Process Management as a Strategy to Make Organizational Innovation**

**Fabrizio Baldassarre**

University of Bari Aldo Moro  
fabrizio.baldassarre@uniba.it

**Francesca Ricciardi**

University of Bari Aldo Moro  
francesca.ricciardi@ymail.com

**Raffaele Campo**

University of Bari Aldo Moro  
raffaele.campo@uniba.it

**Keywords:** Business process management, organizational innovation, strategy.

**JEL classification:** M31.

Currently it is necessary for companies to innovate products and services in order to create value for customers, reducing costs and improving business performance. It is essential to start from the analysis of the organizational structure, ensuring the adjustment to market needs, through the redefinition and monitor of business processes. With reference to innovation, it is not only a technological or digital, but also organizational. In fact the concept of technology can be interpreted more broadly, recognizing that “technology” is incorporated in all activities of the business system. To realize an organizational innovation, it can be possible to adopt a winner strategy to grant the survival of companies, in term of grew of productivity and cut of costs: Business Process Management is a methodology of approach to the process improvement, that make it possible to pass from uncooperative to a synergy strategy. Thanks to the adoption of Business Process Management methods, supported by specific software tools and the use of new ICT technologies, it is possible to streamline the operations management, the identification of risk indicators and performance, ensuring the rapid adoption of corrective policies and improvements. The present work provides an academic support, through a focus on the approach of improvement, in an integrated and comparative perspective with the methodology of Reengineering; it has emerged from the literature, as a most significant part of the studies put more attention to Reengineering approach. From a practical point of view, this work aims to provide a concrete contribution by proposing an example of business process management analysis, according to a perspective of improvement, demonstrating the usefulness and potential of this method.

## **To what Extent Does Gender Marketing Influence the Parental Purchase Decisions of Children's Products, and how would these Customers React in a Genderless Informational World?**

**Ioana Sinziana Burcea**

Ioana.Burcea.1@cass.city.ac.uk

**Keywords:** Gender Marketing, Stereotyping in Marketing, Children's Products.

**JEL classification:** M31.

This research study explores the extent to which parents rely on gender marketing when purchasing products for their children, and how these consumers would react in a genderless informational world. The project presents theories found in consumer behavior and child psychology, including Scott Wards Theory of Consumer Socialization, Judith Butler's views of sex, gender, and gender identity, and the idea of Unconscious Branding by professor Douglas Van Praet. The methodology used for the completion of this research can be subdivided into two forms of primary research: an open questionnaire and an online survey. The study uses APA formatting to structure the above-mentioned section, and alters it to include both a discussion and a methodology evaluation subsection. The project gives examples of gender marketing and its uses for the past decade, it shows how parents aim to control the practice, and it identifies the existence of three types of parent buyers: The Id-Mom, Ego-Dad and Super-Ego-Parents. Gender marketing does, to different degrees, influence parent-buying behavior both consciously and unconsciously. The extent to which these forces impact each parent is directly correlated to the level of critical thought and social desirability bias they find within. These three categories define parents that would react independently from one another when faced with a genderless informational world. Future directions of research suggest an extension of the research study to include a longitudinal design that will allow for the tracking of the respondents' actions and opinions over time.

## Virtual Events Where To?

**Daniel Moise**

The Bucharest University of Economic Studies  
moisedaniel@gmail.com

**Anca - Francisca Cruceru**

The Bucharest University of Economic Studies  
ancacruceru1@gmail.com

**Keywords:** Events, virtual events, direct and indirect audience, sales forces.

**JEL classification:** M31.

Events represent the ultimate interaction between the stakeholders and the organizations, but taking into account the actual geopolitical problems, like immigration, terrorist attacks, also the economic problems that companies are facing, pollution as well, virtual events represent the key and solution to the need of people to meet, interact and exchange ideas, values and not only. The use of virtual events can be extended not only online on webinars, seminars, trainings, but as well as team-buildings, conferences, concerts, symposiums and even fairs can be transposed in digital media. Everyone, no matter where they find themselves in the world, can attend virtual events, the only constraint for taking part in these kinds of events is an internet connection and a device that allows them to listen, watch and even interact during the event. Virtual events and technology, that underpin them, never cease to amaze the audience, and the novelty will always attract many stakeholders of the organization. Even the sales forces can be trained at such kind of events in order to reach the multinational organization objectives regarding sales. In this paper, we will debate the importance of virtual events and trends and those who can be considered direct and indirect audience of such an event, and how they can intervene and influence the outcome.

## **Segmentation of Supplementary Post-graduated Education (Case for a Russian University)**

**Diana Yampolskaya**

Peoples' Friendship University of Russia (Moscow)  
dyampol@yandex.ru

**Olga Vasilyeva**

Peoples' Friendship University of Russia (Moscow)  
olgaav76@mail.ru

**Alexander Zobov**

Peoples' Friendship University of Russia (Moscow)  
a\_zobov@mail.ru

**Keywords:** Continuing education, supplementary post-graduated education, market segmentation, segment selection criteria, marketing research.

**JEL classification:** M390, I210.

The process of supplementary education has great influence on the quality of life of modern people. Only continuous perfection of his professional skills will enable a person always to be in demand at the labor market. Modern universities offer a wide range of programs and courses for supplementary post-graduated education. High competition in this field makes the universities identify the most promising directions for training specialists that are required not only in his country but also at the international markets. The Marketing department of People's Friendship University (Moscow) in May 2016 conducted a survey to identify the most attractive segments for promoting supplementary post-graduated education. The paper presents a method of the market segmentation and the results of the study.

## **Social-Media Platforms and Marketing of Higher Education Institutions**

**Irina Iosub**

The Bucharest University of Economic Studies  
irina.iosub@yahoo.com

**Adelina Ivanov**

The Bucharest University of Economic Studies  
ivanov.adelina@yahoo.com

**Dan Smedescu**

The Bucharest University of Economic Studies  
dan.smedescu@gmail.com

**Keywords:** Social media marketing, higher education, social media measurement.

**JEL classification:** M31.

The paper introduces the reader to social media as a marketing tool in the first section, then investigates the motivation behind using social media. In the following section it delves into basic and recommended strategies for successful marketing in these new online mediums, while focusing on their application in higher education institutions. In the last two sections two top ranked universities' social media presence is presented and analyzed, and lastly there is a discussion about the necessity and the means of measuring and tracking the effect of social media marketing.

## **Characteristics and Development of Social Media as a Marketing Communications Tool**

**Irina Iosub**

The Bucharest University of Economic Studies  
irina.iosub@yahoo.com

**Adelina Ivanov**

The Bucharest University of Economic Studies  
ivanov.adelina@yahoo.com

**Dan Smedescu**

The Bucharest University of Economic Studies  
dan.smedescu@gmail.com

**Keywords:** Social media, marketing communication, Internet, interaction, interactivity.

**JEL classification:** M31.

The purpose of this paper is to provide a careful analysis of the characteristics and evolution of the major social media platforms used both in Romania and abroad, as well as some practical insights on the consumer use of social media platforms and its business and marketing communication potential. Development of modern technologies and various devices have increased the willingness to communicate through channels that are interactive and attractive at the same time. Therefore, at this time there are virtual communities whose members participate, receive and share information and at the same time bring something new, socialize and become influencers. Dynamic changes in the online environment as well as its evolution require a new approach, from a marketing perspective, of how social media platforms can be used to improve communication between a company and its consumers, users or potential customers. In this context, the analysis and practical insights presented are useful for entrepreneurs and managers who are interested in using social media as part of their marketing communication strategy.

## **Social media instruments' use and importance for the marketing communications mix - An exploratory analysis on companies' in Romania**

**Andreea Pachitanu**

Bucharest Academy of Economic Studies  
andreea.pachitanu@gmail.com

**Keywords:** Social media, integrated marketing communications, fast moving consumer goods, qualitative research, communications strategy.

**JEL classification:** M31.

The emergence and unprecedented popularity of social media among consumers has dramatically changed the balance of forces involved in the attention economy: who pays attention to what, who influences these decisions and how they are monitored and measured, which is the response speed, and most importantly, how all this is monetized. The social component of the Internet is not just hype, it's a fundamental change in the way consumers shop, play, communicate, get information, interact, collaborate or create and the whole relational universe of an individual is involved. Taking this into account, the article presents the main outcomes of an exploratory qualitative research investigating the marketing activities of companies in the consumer goods sector (FMCG) in Romania (with a focus on online marketing activities), with the purpose of investigating the use, overall knowledge, importance and evolution of specific social media tools for the companies' marketing communications mix. The article comprises a summary of relevant research related to social media marketing, the description and analysis of the research methodology and the main outcomes, followed by limitations and conclusions.

## **The Brand of an Athlete - Reconsidering It's Dimensions**

**Mihaela Constantinescu**

Bucharest University of Economic Studies

mihaela.co@gmail.com

**Keywords:** Brand, athlete, sports marketing.

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In a world of multiple and diverse sports products (equipment, events, teams, athletes, merchandising, training and coaching services, broadcasting, etc.), the branding process requires a very dedicated approach in terms of product's characteristics, customer profile and market particularities. This article presents the branding process of an athlete, considering a transition from the classical model to a more sophisticated one, in which the brand dimensions are adapted to the nowadays importance of social media and social interactions. Before presenting the results of a qualitative research on Romanian athletes' image, the article will highlight the usefulness of measuring athlete brand image both for the athlete and the sponsor/endorser.

## **Climate change impact on developing eco-sustainable services and goods - ecotourism- in local communities from protected areas**

**Remus Ion Hornoiu**

Bucharest Academy of Economic Studies  
rhornoiu@yahoo.com

**Gianluca Felicetti**

Bucharest Academy of Economic Studies

**Keywords:** Climate change, eco-sustainable goods and services, ecotourism, protected areas.

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Climate change is one of the major threats to biodiversity in protected areas. The attractiveness and development of eco-sustainable goods and services - ecotourism - in a protected area depend on a multitude of factors that are directly or indirectly related to climate: favorable temperatures, precipitations, adequate intensity of sunlight biodiversity etc. The paper aims to identify the economic impact of climate change on developing eco-sustainable goods and services - ecotourism - in protected areas, since the latter have a key role in minimizing the impact on ecosystems if they are viable, functional and with effective management. Therefore, starting from an analysis regarding the influence of climatic parameters (average temperature, precipitation) on ecotourist flows it was elaborated an estimation of costs/earnings of climate change in developing eco-sustainable goods and services in local communities of one protected area in Romania.

## **Consumers' perception on profitability and safety attributes associated to financial products - the case of Romania**

**Laura Daniela Tănase**

Marketer Club Association  
lora.rosca@gmail.com

**Mihai Ioan Roșca**

Bucharest Academy of Economic Studies  
mirosca@ase.ro

**Keywords:** Marketing research, consumer behavior, marketing strategy.

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This article is bringing into discussion specific elements of the marketing strategy, applied on the Romanian financial market. It is putting into a new perspective one of the most common models for diagnosing the activities portfolio, General Electric Matrix, in an adapted way in order to respond to the specific needs of the financial market products. The adaptation aims to realise a visual image of the way the two of the most important attributes of the financial products, profitability and safety, are perceived by the common consumer. This perception is important for the financial entities because it is helping understand better the financial consumer conduct and on it to develop better, more attractive and more adapted financial products portfolio strategies.



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