28th Annual Conference

International Marketing
in the Age of
Business – Government – Industry Linkages

ABSTRACT BOOK

17-20 June 2019
Atılım University, Ankara
17-20 June 2019
Atılım University, Ankara
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The study aimed at investigating the process of international opportunity recognition by entrepreneurial firms, using a longitudinal (process) approach and the case study method of investigation. The following research question guided the study: How does an entrepreneurial firm recognizes international opportunities in foreign markets? Two cases were selected because they were considered revealing; they were expected to contribute to understanding several facets of the phenomenon of opportunity recognition (Eisenhardt, 1989). Purposefully, one of the cases selected presented a situation of opportunity discovery, while the other portrayed a situation of opportunity creation. Data collection was based on real-time observation, with several interviews along 30 months, and secondary data. The findings show that the process of international opportunity recognition can be decomposed in cycles: Perception, Evaluation, Development, Validation, Implementation and Commitment, and Mensuration. The in-depth description of the process of recognition of an international opportunity responds to the call in the literature for researchers to go beyond the current understanding of the field of International Entrepreneurship (e.g. Cavusgil & Knight, 2015; Coviello, 2015).
CROSS-BORDER HEALTH CARE AS INWARD INTERNALIZATION: CASE STUDIES

Renato Cotta DE MELLO ¹, Angela DA ROCHA ², Henrique Fernandes PACHECO ³

Cross-border health care services (CBHCS), also known as medical tourism, can be defined as the process of travelling across borders to receive medical treatment (Munro, 2012; Smith, Martinez-Alvarez & Chanda, 2011). Despite the importance of CBHCS and of inward internationalization as a whole, the international business literature has given limited attention to this type of internationalization. The following research question guided the study: “How do small and medium-sized medical organizations adopt inward internationalization?” To examine this issue, we adopt the theoretical perspective of effectuation (Saravasthy, 2001). The method used is the case study. Two cases of Brazilian clinics were selected. Data collection was based on personal interviews with the owners, using a semi-structured instrument. In addition, secondary data was used. Data analysis included within-case analysis, cross-case analysis, and pattern-matching. The results of this study show an effectual process of developing CBHCS by physician-entrepreneurs. Both entrepreneurs make strong use of their networks. The use of international networks serves two purposes: referrals from clients and from doctors, and the establishment of support partnerships, either for clinical follow-up, or to overcome difficulties in the practice. The closer the relationship between the physicians in the two countries, the highest the chances of a continuing partnership. Thus, in this specific context, we do not find support for the arguments concerning the dangers of “overtrust” in foreign partnerships. Risk and uncertainty are inherent to the CBHCS business, due to the difficulty in controlling the environment in which patients live after they return to their home countries. Second, these cases would tend to be rare. They fit, therefore, Saravasthy’s concept of “affordable loss”. This study contributes to the literature on inward internationalization and on cross-border health care by

¹ Federal University of Rio de Janeiro
² Pontifical University of Rio de Janeiro
³ Pontifical University of Rio de Janeiro
uncovering the process by which physician-entrepreneurs establish their inward business and develop foreign clients.

Acknowledgements:
The authors acknowledge the support of Apex-Brasil to this research project.
EVALUATING THE EFFECTIVENESS OF DIFFERENT ADVERTISEMENT CONTENT THROUGH FNIRS

Ayşe AKYOL, Öğuzhan DOĞANLAR, Çetin Hakan KARADAĞ, Zeynep Banu DOĞANLAR, Çağatay AKDOĞAN

It is estimated that advertising expenditures will exceed 550 billion dollars in 2019. Therefore, research related to advertising effectiveness is very important. The aim of this study is to evaluate the effectiveness of different advertisement content by using the functional near-infrared spectroscopy (fNIRS) methodology for neuromarketing applications. In the study, twenty five graduate participants were shown ads with different contents. During the experiment, the prefrontal cortex of each participant was monitored with a continuous (fNIRS) system, and the relative change in deoxygenation and oxygenated hemoglobin levels in the hemoglobin during brain activity was measured. According to the fNIRS results, it was revealed that the activation scores of the individuals differed statistically, meaning that the advertisements created different emotions and trends in the individuals. According to the results of the research, it was seen that the advertisement that used sexual objects was more effective than the action-based advertisement. The study shows that it is very useful to use the method of fNIRS in advertising effectiveness research.

1 This study was prepared with project support Trakya University Scientific Research Projects (TUBAP) number 2018/12
2 Arel University
OWNERSHIP CHOICE OF TURKISH COMPANIES IN CROSS-BORDER M&AS: IMPACTS OF HOST COUNTRY AND FAMILY CONGLOMERATES

Ayşe KAYACI

Based on the view of market seeking and strategic asset seeking FDI, this study tries to find out under which conditions emerging market companies choose full acquisitions over partial acquisitions and whether affiliation to family conglomerates can strengthen these choices. Data of 367 cross-border M&As between 1995-2017 by Turkish companies has been collected through secondary resources like Zephyr and Eikon databases to expand sample. The hypothesized effects of host country market development, host country strategic assets and family conglomerate affiliation of Turkish companies on the choice of ownership are tested through binary logistics regression. The findings provide partial support for proposed hypotheses in this study. Both market development and strategic assets in the host country affect the choice of Turkish companies in cross-border M&As decisions. Turkish companies are more likely to form wholly owned subsidiaries (WOS) in markets with high potential and strategic assets. However, no moderating effect of affiliation to a family conglomerate has been found on the relationships between market potential and strategic assets of host country and ownership choice of Turkish companies. This study has significant implications for research about emerging market companies and their cross-border investments. This study indicates that both strategic asset seeking and market seeking motives of OLI paradigm can be employed simultaneously by Turkish companies. Despite the recent views like springboard perspective and LLL paradigm about emerging market companies, this study has shown that emerging market companies can internationalize not only for asset exploration but also for market potential like developed country multinational corporations. Moreover, the general view of

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1 Dicle University
family conglomerates and their significant impact on international investments of emerging market companies isn’t applicable for every emerging market context.
THE EVOLUTION OF CONTENT CREATION OF TURKISH BEAUTY VLOGGERS: THE EFFECTS OF FOLLOWERS, COMPANIES, AND AMERICAN BEAUTY VLOGGERS

Belgin ARISAN

Since its introduction in 2005, YouTube has been the utmost source to disseminate digital video content. Video bloggers (Vloggers) have reached millions of viewers and they are influencing product choice decisions especially in the beauty industry to a great extent. Beauty vloggers, acting as influencers, are now the more effective and less costly alternatives to celebrity endorsers for companies in reaching their target market. The main objective of this study is to examine how content creation has changed throughout the years for Turkish beauty Vloggers by determining the factors affecting the content creation process. The videos listed under the channels of five popular Turkish beauty vloggers and three popular American beauty vloggers (mentioned in those Turkish beauty vloggers’ videos) have been retrieved from YouTube. Content analysis is utilized for the study, where similar themes form a category and timing of the videos have been recorded and grouped. For Turkish beauty channels, content analysis has resulted in 5 overarching categories: Introduction, Growth in Followers, Growth in Product Placements, Shopping Sprees, and Daily Vlogs. The study shows the evolution of content creation of YouTube beauty videos in Turkey for the past five-year span. In the beginning, as YouTube was first introduced and became popular in the U.S.A., American beauty content creators had a tremendous effect on their counterparts in the developing countries, as in the case of Turkey. However, throughout the years, the content creation process has taken a totally different path in Turkey, as shaped by the interaction of companies and followers. Companies want to advertise their products, vloggers want to have more followers so that they can make more company collaborations and followers want a genuine, useful, entertaining and truthful content. As a result, the content creation process ends up to be multi-directional where

1 Boğaziçi University
followers’ inputs and comments are considered while incorporating company demands. It is not shaped only by global trends either. Cultural and social trends specific to that country localize the global trends so that glocalization is in effect.
There are rare studies about hospitals internationalization related literature. The main aim of this study is how and why hospital internationalization? This study investigates to explain hospital chain export stimuli, how to go abroad and how and why go internationalization. Health is primer personal need of individuals. People meet their health need in another city of actual residence country, even in another country. As one of the subfield of the health tourism, medical tourism which also rapidly developing area is defined as “the organized travel outside one’s natural healthcare jurisdiction for the enhancement or restoration of the individual’s health through medical intervention” (Carrera and Bridge, 2014:447). According to OECD report, the number of medical tourists are about 30 – 50 million people and medical tourism market share is can be 60billion $ in the world. Medical tourism is growing importance for Turkish hospitals. And Turkey is one of the major medical treatment player in world. There are some superior advantages for patients: zero waiting time for treatment, low-cost treatments across a range of specialities including transplantation, esthetic operation, neurosurgery and better quality. In Turkey, this number realized individual of 551,748 and income of 1,110,843.000 $ as of 2018 year-end (https://biruni.tuik.gov.tr/medas/?kn=74&locale=tr). In the International Business literature, there are many study concerning the term internationalization. Studies contextualized internationalization investigate how companies expanded abroad and examine commodity production companies in particular. However, studies that concern internationalization of service businesses are uncommon. There are few publication dealing with internationalization of healthcare organizations and hospitals and no investigation is exist that concerns the internationalization process of healthcare organizations

1 Ankara Haci Bayram Veli University
2 Ankara Haci Bayram Veli University
or hospitals (Holden, 2002,2003,2005; Outreville,2007; Hreinsson and Woldearegoy,2015; Üner, Çetin ve Çavuşgil;2018 etc.). This study is based on the question “Why and how does specialized private chain hospital internationalize?” In this paper, qualitative research method was preferred regarding research problems and methods used in the literature. A case study which is one of the qualitative research methods was applied that also widely used in international business researches. It is aimed that getting extensive information by focusing the company and delving into the subject. In this case study, Liv Hospital Groups, that specialized in bone marrow transplantation, oncology and provides services in 3 hospitals throughout Turkey and one diagnosis center abroad, was examined. Main outcome of the present study is that Liv Hospital start internationalization in few months after establishment date. Push and pull factors were determined that role in services export of the company. Also, it is revealed that the term psychological distance in the literature is an important factor.
The aim of the study is to investigate the e-marketing orientation of born global companies (BG) with the opportunities of internet and governmental supports. Turkish BG’s were selected judgementaly as good representatives of emerging economies’ entrepreneurial perspective. In the first phase, we started with in-depth interviews with officials from governmental and private institutions (SME’s Development Organization, Exporters Assembly, Ministry of Economics). Secondly, we conducted a semi-structured interview based on the first interviews and comprehensive literature review with the 31 BG’s senior managers/owners. In third part, these respondents replied “e-marketing orientation questionare” of Shaltoni and West (2010). As the fourth stage, a web site content analysis coding form with 38 pre-determined items based on the first three phases was preapered. Two previously trained encoders filled in the form separately. According to the results; officials stated that the Turkish government is supporting the SME’s with traning supports, financial incentives without any payback, interest free credits or decrease in the employee premiums. But most of the SME’s are not even aware of these supports and they try to sustain with own capabilities. Among 31 BG, 25 adopted e-marketing at simple, 2 at medium and 4 at advanced level. There isn’t a special department for e-marketing activities in the most BG’s. 50% have online selling option and most of them don’t have online order tracking. Most of the BG’s don’t prefer advertising applications on social networks or different internet sites, a few use Google advertising. Most of the BG’s use e-product catalog but only one company has a blog site redirection. A significant ratio of the BG didn’t have any social media account. Only a few preferred Facebook and Twitter without a specific marketing application. But they strongly believe in the power of combined social media tools. The large
part of the BG’s doesn’t include price, online sales and exchange rates on their websites. Most of the BG web sites' domain name weren’t in English, but almost half of them offered English language options. The digitalization performance is the key increasing the visibility and performance of the BG's in the e-world. Investigated companies are using many of e-commerce tools symbolic. SMEs as potential significant shareholder of e-commerce cake must be supported especially for digitalization by the government.
COMPARING THE SELF-RELATED MOTIVATIONS OF BOYCOTT AND BUYCOTT: THE MODERATOR EFFECTS OF ANTI CONSUMPTION AND MATERIALISM

Mehmet ÖZER¹, Alper ÖZER², Akın KOÇAK³

Abstract

This study investigates the self-related motivations effects on willingness to boycott and buycott. In addition, we researched the moderator effects of materialism and anti-consumption on these effects. Finally, we examined the effect of participation willingness on consumers’ subjective well-being. The data was collected via online survey and demonstrated that moral obligation, expected efficacy and self-enhancement positively affect willingness to participate in boycott/buycott. It is also observed that materialism and anti-consumption moderate a number of relationships between self-related motivations and willingness to boycott and buycott. One of the major contributions of this study is the consumers’ different perceptions about boycott and buycott. Accordingly, consumers perceive buycott more positive than boycott. While buycott has positive effect on subjective well-being, boycott has no significant effect.

¹ Ankara University
² Ankara University
³ Ankara University
THE EFFECTS OF POLITICAL, ECONOMIC AND INSTITUTIONAL FACTORS
ON FOREIGN DIRECT INVESTMENT

Eşref Uğur ÇELİK⁴, Mustafa Can KÜÇÜKER⁵

In this study, the political and economic stability as well as the quality of the institutions on foreign direct investments have been tested with time series econometric techniques, such as Johansen cointegration and generalized impulse response analysis. According to the results of the analysis carried out for Turkey, the foreign direct investments are affected by the periods of increase and decrease in the stability of political and economic structure and the quality of the institutions for the period of 1950-2017 to varying degrees.

⁴ Atılım University
⁵ Atılım University
A store employee’s initial verbiage to customers can differ from store to store and from country to country. Some employee’s greetings are more ‘experience-oriented’, when the employee acknowledges the customers presence but does not immediately seek to help the customer (e.g. “Welcome to our store!”). Employees at other stores use more ‘task-oriented’ language, such as asking customers upfront how they can assist the customer complete their task (e.g. “What can I help you find?”). Drawing on mind-set theory and regulatory fit (non-fit) theory, we propose that that the customer’s Brand Evaluation is significantly influenced by how aligned an employee’s initial verbiage is with the customer’s mindset (deliberative/implemental) and the alignment between the initial verbiage and the mind-set orientation of the brand. We tested our hypotheses with three experiments with a 2x2 design in a low context culture (the U.S.). We found that the type of store the customer enters and whether their purchases are more hedonic or affects the evaluation of the store. The feedback we received implied that when entering a more “common/everyday” store, such as a pharmaceutical/consumer-goods store, consumers do not expect to receive a substantial amount of assistance and their actions and feelings are not significantly influenced by an employee’s initial verbiage. However, when the store carries luxury items, expectations increase, as the consumer feels a higher involvement with the purchase and initial verbiage can have a stronger effect on their mind-set and overall evaluation. A replication of experiments is proposed to test the hypotheses in a high context culture (Turkey).
DOES CORPORATE SOCIAL RESPONSIBILITY INFLUENCE GUILT IN THE PURCHASE OF HEDONIC PRODUCTS: UNDERSTANDING AND MARKETING TO NEW CONSUMER PREFERENCES

Elizabeth NAPIER 1

Consumer decision making has been traditionally examined through information processing frameworks to explain mental processes, how information is stored, and then retrieved at the time of purchase. Consumer preferences are evolving now more than ever due to the availability of information via technology. Product selection does not take place in a decision vacuum, they are made in the context of what goals the individual seeks to fulfill. An increasing number of corporations are devoting company resources to socially responsible activities to satisfy stakeholder demands for more ethical and sustainable merchandise. Previous research has demonstrated that measuring the direct impact from investment in corporate social responsibility (CSR) has thus far been unquantifiable with unclear outcomes. As globalization continues to intensify, there have been evident changes in our understanding of what ethical business practices are and how companies can remain competitive while being morally sensitive. This research examines how CSR campaigns influence consumer decision making processes. The major findings are from three experimental studies via Amazon Mechanical Turk (AMT) examining how related and unrelated CSR product campaigns affect an individual’s regulatory focus, and thus the likelihood to purchase.

1 The University of Toledo
THE MANAGEMENT GOES TO FAMILY MEMBERS AGAIN: IS RESTORING MANAGERIAL CONTROL BOOSTING INTERNATIONALIZATION?

Francesca SANGUINETI

Family owned and managed firms at some stage may opt to substitute family managers with professional and external managers, to go back to family-controlled management once again. This seems to be a strategy that some of the most famous Italian family firms (i.e., Luxottica and Diesel) are taking into practice. After a period of external managers, new generation’s heirs are taking over the management making it family fully controlled once again. Interestingly, the stream of literature studying how different management team composition affects family businesses internationalization and performance, do not consider this facet. A back and forth family managerial control is a fairly new entrepreneurial concept and an intriguing line of research to develop. Thus, to our knowledge this is the first study investigating the boundary conditions that push family members to take back the managerial control of their businesses. Starting from this research gap, we study the reasons behind such a managerial choice, and whether it affects the internationalization level of the firm. We adopt an empirical approach using data on Italian listed family firms, in a ten years range. We apply the propensity score matching (PSM) method for three groups of family firms: the “restored family firms” (the family restored its control over the management); the “pure family firms” (the management has always been under the family); and the “external management firms” (the managerial role passed to non-family members). The treatment we consider refers to taking the management back to the family, after a period in which it has been controlled by non-family members. By using this approach, we will be able to underline whether and to what extent the change in the management affects the internationalization level, one year and three years after the restoring officially took place. We aim to contribute both to international marketing and family business

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1 University of Pavia
literature. This research adds to the understanding of the different performances that family firms obtain as an outcome of having family or non-family members in top management roles.
THE IMPACT OF SPONSORED CONTENT ON ATTITUDE TOWARDS YOUTUBE INFLUENCERS

Fulya AÇIKGÖZ¹, Şebnem BURNAZ²

YouTube has gained growing importance among social media platforms. Especially, YouTube influencers and their sponsored content are the significant components for YouTube platform itself. The influence of sponsored content promoted by YouTube influencers has long been known; however, the influence of sponsored content on attitude towards "YouTube influencers" has relatively been neglected by both scholars and practitioners. The aim of this study is therefore to understand the impact of sponsored content promoted by YouTube influencers on attitudes towards YouTube influencers. For this purpose, the Advertising Value Model was extended based on the previous literature. The research model examines the relationship between following variables; entertainment, informativeness, irritation, sponsored content value, and attitude towards YouTube influencers. The model was validated through structural equation modelling (SEM) based on face-to-face surveys of 411 university students who use YouTube. The findings reveal that entertainment and informativeness have significantly positive impact on sponsored content value. On the contrary, irritation has significantly negative impact on sponsored content value. Lastly, sponsored content value has significantly positive impact on attitude towards YouTube influencers. Theoretical and practical implications are discussed as well as recommendation for further research.

¹ Istanbul Technical University
² Istanbul Technical University
In this study, the effects of the distribution channels used by the enterprises on the trust and commitment feelings of consumers purchases on the internet were examined. In the research, it was planned as a descriptive study to determine how consumers' trust and commitment to retailers differ according to their distribution channels. Cosmetic sector consumers constitute the universe of the research. Cosmetic sector customers residing in the province of Istanbul were identified as the universe. The study was aimed to reach 2 different sample groups. The first sample group consists of consumers who have purchased products in the last six months from the retailers who serve only in the virtual environment, while the second group consists of consumers who have purchased products from the websites of retailers who serve more than one channel (internet, traditional and other channels) over the last six months. As a result of the survey process, 390 consumers (Virtual Consumer Group) who have purchased products in the last six months from retailers serving only in a virtual environment and to 410 consumers (Multichannel Consumer Group) who have purchased products from the websites of retailers that serve more than one channel (internet, traditional and other channels) in the last six months have been reached. The questionnaire was used as a data collection tool. The questionnaire forms include questions about the demographic characteristics of the participants, questions about purchasing channel preference, confidence scale and loyalty scale. SPSS 22 package program was used to analyze the data. As a result of the research, it is seen that the marketing channels of enterprises at the consumers' sense of trust and commitment in the internet purchases in the cosmetics sector are important. For internet consumers, physical stores of enterprises have been identified as important in increasing feelings of trust and commitment.

1 Istanbul Gelisim University
With the ever increasing fierce competition in the business environment with globalization and the decreasing difference among quality level and functional differences between the products, the concept of branding has become the most important aspect for differentiation. Besides becoming an important part of the products, “the brand” is being perceived as being more valuable than the actual product. In this context, there is a vast literature stating that the symbolic benefits of products, based on emotional basis are seen as more distinctive and remarkable than their functional benefits. Therefore, there is an increased need for establishing a strong emotional engagement between the consumer and the brand. At this point, brand personality concept is found to be one of the most important factors in the process of establishing this bond. Literature suggest that, the better the fit between the consumer and brand personality, the stronger the relationship between the consumer and the brand, which in turn, establish a very important, inimitable superiority for the brand- brand loyalty. In this study, a comparative study is carried out to find out if cultural differences among with other demographic variables, create a difference in consumer’s brand personality perceptions. To test this, a survey is applied to 270 participants in Turkey and to 241 participants in Sweden. The results reveal that, even though the same advertisement is shown, perceptions of brand personalities have varied for participants from different countries. This result show that culture has a significant effect on the brand personality perceptions and therefore, the advertisements should vary from country to country to overcome cultural distortions on perceptions.
THE EFFECT OF BRAND JEALOUSY, BRAND LOVE AND BRAND IMAGE ON CONSUMER ENGAGEMENT

Akın KOÇAK, İrem BURAN, Alper ÖZER

Abstract

Consumer engagement has received increasing attention for the last years as its importance also increased for the long term success of the companies. This brings the necessity of studying different aspects of engagement. This study examines the effect of brand jealousy, brand love and brand image on consumer engagement as it is important in an emerging country. Self-esteem and self-expressiveness were also examined as predictors. A model developed has been tested in order to understand the relationships among the variables. Structural equation modelling were used to in order to determine the relationships. The results indicated that brand jealousy, brand love and brand image have influence on consumer engagement. Self-esteem, inner self and social self were found to be predictors of the variables.
APPENDIX: Measures of the study

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<tr>
<td><strong>Self Esteem</strong></td>
<td>It is very important to me to be satisfied with myself</td>
</tr>
<tr>
<td></td>
<td>It is very important to me to have a strong sense of respect for myself</td>
</tr>
<tr>
<td></td>
<td>It is very important to me to be proud of myself</td>
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<tr>
<td></td>
<td>This brand symbolizes the kind of person I really am inside</td>
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<tr>
<td></td>
<td>This brand reflects my personality</td>
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<tr>
<td><strong>Inner Self</strong></td>
<td>This brand is an extension of my inner-self</td>
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<td></td>
<td>This brand mirrors the real me</td>
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<td></td>
<td>This brand contributes to my image</td>
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<td>This brand reflects my personality</td>
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<td>This brand contributes to my image</td>
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<td>This brand adds to a social role I play</td>
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<td><strong>Social Self</strong></td>
<td>This brand improves the way society views me</td>
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<td>This brand contributes to my image</td>
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<td>This brand adds to a social role I play</td>
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<td>This brand improves the way society views me</td>
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<td></td>
<td>This brand has a positive impact on what others think of me</td>
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<td></td>
<td>I feel really hurt when I see that others are using the brand and I don’t have it</td>
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<td></td>
<td>I feel very possessive about the brand when I see that others are using the brand and I don’t have it</td>
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<tr>
<td></td>
<td>I feel really hurt when I see that others are using the brand and I don’t have it</td>
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<tr>
<td></td>
<td>The thought that others are using the brand and I don’t have it always haunts me</td>
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<tr>
<td><strong>Brand Jealousy</strong></td>
<td>This is a wonderful brand</td>
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<td></td>
<td>This brand makes me feel good</td>
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<tr>
<td></td>
<td>This brand is totally awesome</td>
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<td>I have neutral feelings about this brand</td>
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<tr>
<td></td>
<td>This brand makes me very happy</td>
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<td>This brand is a pure delight</td>
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<tr>
<td></td>
<td>I am passionate about this brand</td>
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<td></td>
<td>I am very attached to this brand</td>
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<td><strong>Brand Love</strong></td>
<td>I love this brand</td>
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<td></td>
<td>I have no particular feelings about this brand</td>
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<td></td>
<td>This brand is a pure delight</td>
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<td>I am passionate about this brand</td>
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<td>I am very attached to this brand</td>
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<td></td>
<td>Fashionable and trendy</td>
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<td></td>
<td>Reputation for quality</td>
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<td>Elegant</td>
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<td><strong>Brand Image</strong></td>
<td>Sophisticated</td>
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<td>Well known and prestigious</td>
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<tr>
<td></td>
<td>Well known and prestigious</td>
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<td>I always try to follow the news about the brand</td>
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<td>I frequently talk about the brand to others</td>
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<tr>
<td><strong>Brand Engagement</strong></td>
<td>I frequently visit the brand’s website</td>
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<tr>
<td></td>
<td>I am always interested in buying merchandise with the brand name on it</td>
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Social media can play important role in enhancing consumers’ environmental awareness. Environmentally sustainable apparel (ESA) is one of the important aspects for consumers who have environmental concerns. However, although ESA is very important issue and social media has potential to contribute its development, the area has been ignored by both researchers and practitioners. The antecedents of consumers’ intentions to purchase ESA has not been known. The purpose of this study is therefore to understand the factors which has potentials to affect consumers’ purchase intentions in this regard. For this purpose, a conceptual model was developed based on the related literature. Our new model explains consumers’ intentions to purchase environmentally sustainable products. The model will be tested through structural equation modelling (SEM) based on surveys of university students who use social media. We expect that the information value, informativeness, experiential learning and social media use and perception will have a positive impact on attitude towards ESA. We also expect that the attitude towards ESA will have a positive impact on both consumer resonance and ESA purchase intention. The findings will be important for both researchers and practitioners. Theoretical and practical implications are discussed along with the recommendations for future research.
Continuous innovation is a key to success for the firms. Radical product innovation may go beyond that, and can be a matter of fall for certain firms who may not respond to the radical moves from competitors. Current study is based on Chandy & Tellis (1998), and as proposed by the Authors, aims to identify other antecedents of innovation according to the Silicon Valley Startup experience. Silicon Valley is the leading radical innovation region today. Even if startup firms are structurally and operationally very much different than multi-national companies (MNCs), we argue that there may be important takeaways for the MNCs. We suggest five antecedents. Besides, we posit that risk readiness and institutional environment moderate the relationship between these antecedents and radical product innovation performance. In this context, we emphasize the importance of risk as a barrier for innovation and define risk readiness as a moderator. We intend to collect data through surveys from the firms who did radical innovation(s).
Making the presence of growing competition environment felt with the globalization, minimization in differences of products’ physical attributes, along with the elimination of excessive quality differences have led the consumers’ buying behavior to be changed. Today, it can be seen that the consumers have started to value the symbolic benefits that are grounded on an emotional basis, rather than the functional benefits, thus making their shopping behaviors to turn into an unplanned manner. Therefore, it is pre-condition for businesses to analyze the unplanned shopping behavior of the consumers for achieving the objective. From this point of view, this study aims at setting forth whether there is a difference between the unplanned shopping behaviors of individuals living in different cultures (Turkey – Sweden). In the study, the relational screening model was used. The research population comprises of the individuals living in Ankara – Turkey, and those living in Gothenburg – Sweden. 500 participants from Turkey and 502 from Sweden were included in the research. Convenience sampling method, as one of the non-probability sampling methods, was used in the study, and a face-to-face survey was carried out with the participants agreeing to be involved in the research. Along with the demographical information, the unplanned buying behavior scale is included in the questionnaire form. Performing the validity & reliability analyses on the scale, it was referred that the scale was suitable for both countries in terms of validity and reliability. Following the Confirmatory Factor Analysis (CFA) on both countries, “Unplanned Shopping Behavior Scale” with 13 items were collected under two sub-dimensions, while, on the other hand, setting forth the structural validity of the scale. T-test results carried out on the sub-dimensions of unplanned shopping behavior scale indicated that there are significant differences between Turkey and
Sweden. It was seen that the average definition dimension values are higher compared to the values in Turkey, while the action dimension values in Turkey are higher compared to the values in Sweden.
MANAGERIAL ANTECEDENTS AND GROWTH OUTCOMES OF DYNAMIC CAPABILITIES

Merve TURGUT¹, Constantine S. KATSIKEAS², Bülent MENGŬÇ³, Stravroula SPYROPOULOU⁴

Drawing on the dynamic capabilities perspective and the notion of microfoundations of competitive advantage, this study extends previous research on exporting by proposing a theory-based model to examine relationships of goal orientation and process thinking skills with export venture dynamic capabilities, which in turn lead to export venture performance. The research also develops hypotheses concerning the role of market dynamism in moderating the relationships of export venture dynamic capabilities with export venture performance outcomes. The model is empirically tested using data from small- and medium-sized export manufacturing firms in Turkey. The findings confirm that process thinking skills positively influence export venture dynamic capabilities. While prove orientation enhances the impact of process thinking skills on dynamic capabilities in export ventures, learning and prove orientation diminish this effect. Furthermore, dynamic capabilities are positively associated with the export venture’s sales growth and financial performance, and market dynamism strengthens these associations. The results are discussed in the context of previous empirical findings. Important implications for international marketing scholars and export managers are discussed. Limitations of the study are examined and fruitful directions for future research identified and discussed.

¹ University of Leeds
² University of Leeds
³ Kadir Has University
⁴ University of Leeds
In the era of social media (SM), a necessity arose to contribute to the literature by studying business-to-business (B2B) social media marketing (SMM) since the number of studies were few in number, given the slow pace of B2B firm in embracing the promises of SM. Hence, this study presents a holistic model that draws on industrial-organization (I/O) and resource-based-view (RBV) theories to come up with an overview of implementing SMM by B2B small and medium-sized enterprises (SMEs) in terms of its notion, antecedents, and consequences. The data was collected from 288 B2B SMEs through a cross-sectional online survey from 35 different industrial sectors in 49 countries; and the model was tested by utilizing structural equation modeling (SEM) technique. The findings reveal that the proposed model works as expected, and support the positive relationship between SMM implementation and organizational performance, suggesting that SMEs are achieving better sales results, an enhanced CRM, and more presentable brand within the industrial B2B market. In terms of the antecedents of effective SMM implementation, the social media competence of the organization and market-orientation of the firm were found to be influential as internal drivers. The engagement of the competitors with SMM also acted as a force on SMM implementation of B2B SMEs; however, the customer engagement with SMM did not have any influence on SMM implementation. Thus, it can be concluded that B2B SMEs are acting a competitor-centric than customer-centric when they construct their strategies in SM usage. The implication of this study for theory is a holistic model that is applicable in cross-cultural segments for understanding SMM implementation. Further research can be developed based on this model. The implications for practice are that SMM should an indispensable part of their marketing plan; and they should
make sure that employees are social media able; and oriented at collecting information on competitor moves, consumer trends and work on them in SMM strategy building.
This paper presents a manuscript from a systematic review of prevailing articles published in academic journals pertaining cultural variables in the international business relationship context, focusing on five culture-specific variables: Chinese guanxi, Arabic wasa, Latin America compadrazgo, Brazilian jeitinho, and Russian sviazi. By analyzing the contents of 40 articles, I present a comprehensive review about the conceptualization of culture-specific variables in the international business literature, identified antecedents and outcomes of these cultural variables, the nature of international business relationships covered, theoretical background anchored on, study methodologies, and identify the most productive authors in this field. Findings of this review reveal (a) abundance of causal researches studying Guanxi, and exploratory studies attempting to investigate other emerging culture-specific variables; (b) evident interest in exporter-importer relationships; (c) an emphasis on conceptualizing culture-specific variables and drawing causal relationships in terms of antecedents and outcomes; (d) weak theoretical foundation, limited to network theory and social exchange theory; (e) an inclination towards adopting single-stage research design, non-probability sampling techniques, questionnaires and surveys complimented with interviews for data collection, with a tendency to employ structural equation modelling and qualitative analysis for data analysis. Future research areas are then proposed based on identified literature gaps within this study review.

1 Dokuz Eylül University
UNDERSTANDING CUSTOMER DIGITAL CONSUMPTION JOURNEY IN EMERGING AND DEVELOPED MARKETS

Paurav SHUKLA¹, N.Meltem ÇAKICI²

One of the important aims for any marketer is to create an engagement touch point at the moment the customer is most receptive (Brodie et al. 2011). This offers an opportunity to a company to influence customer decisions pro-actively. Historically, most customers purchased goods and services by visiting a retail establishment and customer journey was fairly predictable in terms of the purchase funnel (Court et al. 2009). However, in recent years, the advent of novel online technologies is radically redefining customer journey in terms of customer engagement (Lemon and Verhoef 2016). As customers now engage with companies through myriad touch points in multiple channels and media (Zhang et al. 2010), managing the customer journey and identifying an appropriate touch point to influence customers at different stages of purchase process are critical for firms. In this respect, we propose a conceptual model that takes into account the interaction between the stage of customer journey and the type of customer engagement that will assist firms in creating engagement touch points that will trigger purchase (repurchase) intentions, brand advocacy and lead to overall customer value. We argue that a combination of varying customer engagement triggers namely, cognitive, emotional, behavioral, and social (Van Doorn et al. 2010) will mediate each stage of customer journey, namely pre-purchase, purchase or post-purchase, which in turn will create overall customer value. While most of the customer engagement journey studies have focused on Western developed markets, our study espouses that fundamental distinctions exist between how customers engage with firms in every stage of customer journey depending on the available digital infrastructure. Our conceptual framework, in this regard, is an attempt to develop a better

¹ University of Southampton
² Istanbul Okan University
understanding of the interactions between customer engagement touch points and customer journey in the digital age across developed and emerging markets. We examine the existing research on the conceptualization of digital consumption journey and customer engagement literature and offer propositions that take into account the differing infrastructure challenges across markets. We also offer a number of critical future research directions on this important topic.
BEYOND GARDENING: WHAT DRIVES CONSUMERS TO BUY FLOWERS AND ORNAMENTAL PLANTS

Renata Maria GOMES¹, Elisa NOGUEIRA, Leonardo GANEM

The market for flowers and ornamental plants (FOP) continues to grow, especially in emerging countries. Such growth has led to the expansion of alternative retail channels that include supermarkets and DIY stores, and of social media interest groups on Instagram and Facebook. Horticulture and medical studies provide numerous insights regarding the effects of gardening on people’s lives, including benefits to social life and physical health. However, little is known about the behaviour of consumers who buy FOP for gardening or non-gardening purposes as few authors have conducted research in this market. We conducted an exploratory research in 2018 composed by consumer observation in the retail environment and 28 in-depth interviews, being 12 with final consumers and 16 with flower designers, gardening specialists, salespeople, bloggers and technical consultants. The retail site was Horto das Acácias, a large garden center in Rio de Janeiro, Brazil. This study investigates consumers’ motives to buy FOP in emerging markets. Consumers can be initially segmented into two different behaviour groups: the gardener and the non-gardener. The gardener is a connoisseur, who finds in gardening a hobby that promotes self-expression, relaxation, and other benefits identified in the horticulture and medical literature. The gardener is a heavy and frequent buyer, deeply involved with the category and it represents the gardening subculture. The non-gardener group can be subdivided according to consumer motivations: a) Decorators see plants as decorative objects, buy plants to match interior decoration needs and rarely become involved with maintenance or care, b) Green-pet owners treat plants as pets, care for them and treat them lively, they are responsible for keeping plants alive and beautiful, c) Zen plant owners believe plants promote a better atmosphere, feel better to live in a place with plants inside, and to contribute to the environment, but they are not deeply involved in plant care. These subgroups differ in their direct involvement

¹ Pontifical Catholic University of Rio de Janeiro
with plant care. Only green-pet owners have a direct involvement with the gardening part of keeping plants in the household.
SHOPPING MALLS AND THE LUXURY RETAIL EXPANSION IN EMERGING MARKETS

Renata Maria GOMES¹, Jorge CARNEIRO

This study investigates the expansion process carried out by luxury retailers in a continent-sized emerging host market using the network approach. We conducted a multiple-case study design of three foreign luxury branded retailers that have expanded onto regional markets in Brazil is used. This study made evident that the intra-market expansion of luxury retailers in Brazil was based not only on the economic attractiveness and perceived cultural distance of each regional market. The influence of local networks, centralized by shopping mall firms, was paramount for luxury retailers to decide where and when to expand, as it provided access to resources and knowledge, and reduced uncertainty and cultural distance concerns. This study brings empirical evidence of the relevant role of networks – in particular, of the relationships between luxury retailers and shopping mall firms – in the intra-market expansion of luxury retailers in an emerging market. Shopping mall industry occupies a prominent position in local networks in emerging markets, which deeply affects foreign retailers’ activities, but it has not been adequately covered in academic research so far. Managerial implications can be derived from this study mainly with respect to the idiosyncratic characteristics of intra-market expansion process in Brazil and the role of shopping malls that might also be found in other similar emerging continent-sized countries.

¹ Pontifical Catholic University of Rio de Janeiro
Business research focuses heavily on increasing consumption with little attention to the devastating effects of the waste it creates. Food waste comprises the largest category of global municipal solid waste. The waste from food produces methane greenhouse gas, which traps heat in the atmosphere and substantially contributes to global warming. Many countries are leading the world in sustainable waste management strategies, including Japan, Germany, Sweden, the Netherlands, Denmark, and the UK. A nascent waste management strategy includes utilizing insects to break down organic waste. Previous literature uncovers that waste management strategies utilizing insects require less resources compared with conventional waste management operations. However, more research is still needed to evaluate the economic feasibility and sustainability of these waste management strategies. The technological sophistication of artificial intelligence (AI) and internet of things (IOT) combined with the natural processes of insects may provide a complementary platform to maximize waste management efficiencies. We compare nascent and conventional waste strategies in various countries. Our objective is to uncover specific challenges and opportunities that insect waste management businesses face in order to better operationalize the viability of these entrepreneurial firms in emerging markets. Insect waste management operations may be decentralized to provide greater employment opportunities and social responsibility for emerging countries with undeveloped waste management infrastructures. Waste management that utilizes insects may provide lucrative opportunities for foreign direct investment and theoretical implications specific to renewable resources and their unique and universal business opportunities.

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2 Georgia State University
INTEGRATED MARKETING COMMUNICATION IN CROSS-BORDER INDUSTRIAL CHANNELS: ROLES OF ECONOMIC POWER AND GUANXI

Steven Yen-Hung LIU¹, Chih-Wei LIN², Jyh-Shen CHIOU³

To impose integrated marketing communication (IMC) in industrial channels, it requires all parties to deliver consistent message. Global industrial suppliers (GISs) that export their component to foreign industrial buyers (FIBs) through intermediate industrial importers (IIIs) might face with critical challenges of achieving cross-border IMC. GISs depend on IIIs to effectively communicate with FIBs from different knowledge framework, business practice, and cultural backgrounds. IIIs that expertise in bridging across national markets become the frontier of cross-border industrial IMC. However, as GISs’ brand value increases, the IIIs’ industrial position is threatened, driving IIIs’ uncooperative actions to offset GISs’ marketing effectiveness in the host market. Drawing on relationship marketing literature, this study investigates: What determines whether IIIs would completely collaborate with GISs to achieve IMC or not? How do GISs manage their industrial relationships with IIIs to assure their IMC in host markets? We employed survey method to investigate triadic relationships among GIS, III, and FIB with 165 relationship samples from Taiwanese IIIs. Each III company has two respondents. The upstream account managers report business relationship characteristics with their main GIS. The marketing managers reflect their local marketing and relationship with the GIS’s major FIB in Taiwan. We integrate the observations from both the upstream and downstream account managers. We reveal that, taking advantage of their boundary-spanning position, IIIs determine their local marketing strategy based on their holistic observations. If the III find the FIB are more committed to the GIS than to the III themselves, the III is more likely to twist and offset the GIS’s marketing efforts. Our empirical results also indicate two relationship methods that the GIS would take to prevent it. First, GISs utilize their economic

¹ University of Leeds
² Soochow University
³ National Chengchi University
power in the value chain to lock-in the IIIs. Second, GISs could build social Guanxi with IIIs to cultivate the sense of security and belongingness. The results show GISs’ economic power and Guanxi would complete different missions. Economic power resolves the moral hazard and mitigates IIIs’ twisting or offsetting actions; Social guanxi motivates IIIs to voluntarily sustain long-term orientated relationships with FIBs for the collective interests of the cross-border industrial channel.
PLURALIZATION OF RELIGIOUS MARKET VERSUS STATE-SPONSORED RELIGION

Tuğba GÜRÇEL AKDEMİR

In the age of globalization, like many different sectors the religious market is also altering in line with the necessities of the era. Supply-side theories consider religion as a market and they offer explanations about how this market operates. The main rationale behind is that the degree to which the government regulates the religious sphere determines the nature of the religious atmosphere in the country. In the time of mass migration and globalization, the supply of religious services and governments’ involvement in the process alter. This study analyzes the nature of the religious market, the impact of the governments’ involvement and the religious revivalism. Religious pluralism, which is encouraged by supply-side approaches, is considered as the main reason behind the increase in religiosity. Due to the emerging academic interest in explaining the religious revivalism in the global age, there are lots of adequate data for measuring the religiosity. This paper is using World Values Surveys, European Values Surveys and Eurobarometer to determine the course of alteration in religiosity. The United States and Europe are the two cases where different practices about religious markets can be observed. In the US, the different religious denominations are encouraged by the government via offering them room to maneuver due to religious freedom in the country embedded in the strict separation between the church and state. Despite the fact that there is no uniformity among the European countries concerning the state-religion relations, compared to the case of the US, European governments seem to favor one religion over the rest of beliefs. The specific case of Austria where the government restricted foreign funding for Austrian mosques and Islamic communities and instead decided to offer religious services for Muslims within the country, is expected to spread through other European countries. This study aims at explaining the internationalization of the religious market and argues that the European countries will resemble

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1 Atılım University
to the example of the US because of the recent mass migration from Middle Eastern countries to Europe. The preliminary findings of the study show that in order to handle the religious diversity that Europe is faced with, there will be less government-sponsored religious monopoly and more religious pluralism in the near future. The European countries will most likely enhance the strict separation between the church and state in order to provide an environment of religious freedom where religious market can flourish.
Multinational enterprises (MNEs) can become more competitive through a consistent strategy that can be applied globally, across markets. That means that the dominant logic for how to do business, and the basic pillars and assumptions behind the corporate strategy must be accepted in markets, with different value systems, and structural conditions. We investigate how the corporate logic of MNEs is received in emerging markets focusing upon the interaction between the subsidiary and local stakeholders. We study the firm’s dominant logic — the deeply rooted views on how to do business expressed as seen by top managers. The main purpose is to investigate and explain the acceptance of a dominant logic among stakeholders on an emerging market. Three components of a dominant logic are identified, with a varying degree of local acceptance. We show that key stakeholders’ perception of the dominant logic can be explained by how it contributes to trust and commitment in their relationships with the MNE, and whether it can gain legitimacy and is supported by the MNE’s power base. We also identify three bridges that may support the acceptance of the dominant logic components. Using an inductive approach and in-depth interviews, we study three Swedish MNEs in four emerging markets.

Acknowledgement: The authors would like to thank the Ragnar Söderberg Foundation for financial support of this research.
UNTANGLING THE RELATIONSHIP BETWEEN CORPORATE PHILANTHROPY AND FINANCIAL PERFORMANCE UNDER THE CORPORATE LIFE CYCLE PERSPECTIVE

Vasiliki BAMIAZTI1, Xiao PAN, Tao BAI

This study investigates how companies’ philanthropic activities affect corporate financial performance (CFP) at different life stages. Considering that in different life stages, particularly from start-up to maturity, firms’ capabilities differ significantly, we explore how the capability of doing philanthropy, including stakeholder management and financial management, is altered and how it impacts on CFP respectively. Furthermore, acknowledging that corporate philanthropy is influenced by slack resources, we further examine how different types of slack resources (absorbed and unabsorbed) impact on the underlying relationship.

Using panel threshold model on a sample of Chinese listed firms from 2008-2015, we indeed uncover significant variations of the philanthropy – CFP relationship at different points in a firm’s lifecycle, clearly moderated by the existence of financial slack. Our results are robust under different measurements and models.

1 University of Liverpool
A NEW DIMENSION OF COUNTRY OF ORIGIN IMAGE AND ITS IMPACT ON CONSUMER´S EVALUATION OF FOREIGN PRODUCTS

Verónica ROSENDO-RÍOS¹, Francisco COELHO DA SILVA², Miguel MARTIN-DAVILA³

The purpose of this research is to provide a better understanding of the cognitive processing of country of origin cues by analyzing its dimensionality and its impact on consumer’s evaluation of products. One of objectives is to provide further explanations on the complexity of country of image cognitive processing and structure. This is achieved by proposing and testing a structural model incorporating the various constructs implied in the cognitive process of country of origin image, which includes a cognitive, an affective and a conative component. Besides testing the triple dimensionality of the country of origin image construct, we also test the relationships between country-of-origin image dimensions, on the one hand, and product beliefs and product evaluations, on the other. The model proposed in this paper fills this gap with a new contribution to better understand COI effects, as it is deemed important to test a multidimensional model in a multicultural setting. Data were collected from Portuguese consumers’ perception of three different countries, namely Brazil, Germany and Spain. A total of 417 questionnaires were collected. Data analysis was conducted using structural equation modeling in Amos 21. The findings confirm that country of origin is a second order factor composed of a cognitive, an affective and a conative component. Results also suggested the affect and behavioural dimensions to be the more important ones. The main theoretical contribution of the study is the full operationalization of country image as a three-dimensional construct in a three-country setting and the findings of the significant impact of country of origin image on consumer’s foreign product beliefs and product evaluations. A general managerial implication of this research is that executives and policymakers cannot disregard the importance of country of origin image in their national and international strategies as an opportunity to gain competitive advantage over foreign competitors. For governments, an adequate management of country image is a critical factor, as it is

¹ Colegio Universitario de Estudios Financieros, CUNEF
² IPAM School of Marketing
³ CES Cardenal Cisneros
of great impact in the international market share of countries and also of critical importance regarding
the way countries attract tourists, new “value residents” and investment.
Country-of-origin image (COI) has long been of great interest to researchers mainly because its ability to affect consumers purchase behavior. There is a great body of the previous country-of-origin image research mainly concern the advanced countries USA, Germany, The Netherlands, Canada, Australia, Belgium, and France, however, little attention has paid on developing countries. As far as our knowledge still there is a lack of information about Iran probably due to the historically ongoing economic sanctions. The main purpose of this study is to highlight the perceptions of Persian consumers regarding the country of origin images of two key trade partners of Iran; Turkey and Germany. To determine the differences in COI between these countries is beneficial to understand either a neighboring that have historically close relations, and culturally familiar roots of Turkey, or Germany; a more industrialized, strong brand image EU country, leads to a more positive attitude towards purchasing the products. Additionally, we intend to provide consumers’ insights from an under embargo country viewpoints regarding the Germany that one of the pioneer countries of sanctions against Iran, and Turkey that one of the most friendly countries in international affairs. We adopt face to face survey based approach. Country of origin image scale was adapted from the previous studies of Pisharodi and Parameswaran (1992), and Knight and Calantone (2000). Questions are directed to consumers through a 5-point Likert Scale. Data were collected from the households in different cities of Iran. In total 200 questionnaires were completed.

Findings reveal that mean values for COI-People items for Turkey are higher than that of COI-People items of Germany. On the other hand, it is found that mean values of COI-Product items

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1 Aksaray University
2 UNHCR
of Germany is higher than Turkey’s. Furthermore, regarding the findings of general beliefs about the products of the countries, Persian consumers believe that German products are more prestigious, have better workmanship, technically more advanced, have better serviceability than Turkish products. Our results provide additional support for the findings of previous researches in related literature which address consumers in developing countries tend to purchase products of advanced countries.
CAUSAL RELATIONSHIPS BETWEEN RELIGIOSITY, CONSPICUOUS CONSUMPTION, CONSUMPTION DESIRES AND LIFE SATISFACTION

Ayбегүм Гүңгөрдү Белбаг\(^1\)

The Islamic World, is important to investigate given their political and economic importance but not examined in detail in the literature. People in Turkey are mostly Muslim and the country is one of the emerging markets, chosen as the sample for this study. The purpose of this study is to examine the causal relationships between conspicuous consumption, consumption desires, life satisfaction and religiosity. Data were collected from 256 college students aged under 25, in Ankara, Turkey. For each variable, exploratory factor analyses have been carried out. After that, a measurement model and a structural equation model have been implemented. Furthermore, discriminant and convergent validities are calculated. According to the findings, i) Materialistic hedonism affects control of consumption desires, negatively. ii) Materialistic hedonism affects discomfort of consumption desires, positively. iii) Religiosity affects the control of consumption desires, positively. iv) Control of consumption desires affects life satisfaction, positively. v) Discomfort of consumption desires affects life satisfaction, negatively. vi) Materialistic hedonism affects life satisfaction, positively.

\(^1\) Bartın University
THE ATTRIBUTIONAL PROCESS DURING A SERVICE FAILURE: A CROSS CULTURAL PERSPECTIVE

Aysun KAHRAMAN¹, Gianluca VAGNANI²

This study aims to test the completeness of the attribution theory by considering attributional differences between two countries during a service failure incident in different levels of failure severity. Research method is a 2x2 experiment. A model created based on Weiner’s (1985, 1986) attribution theory which focuses on the psychological implications and consequences of causal inferences and the rules of thinking that determine these outcomes. Manipulations made by cultural differences (Turkey/Italy) and failure severity levels (mild/severe). Data were gathered by questionnaires consist of 5-point Likert-type scale and include scenarios about a fictitious airline company’s service failures. As sample, university students between 19-25 and potentially exposed to the airline service at least once were chosen. Total sample is 420 (105 participants for each case). SPSS 24.0 and LISREL 9.30 were used for analysis. A model which consists of three main variables designed for testing in two (mild/severe) failure conditions. The variables are attributions (controllability, stability, locus of control), emotions and behavioral consequences (loyalty, price sensitiveness, complaining). P values and means showed that Turks are referring to the external attribution more than Italians. Mean scores of variables are largely higher in Turkey and severe failure. For emotions and price sensitiveness there is no differences. According to results in mild level failure, attribution scores are higher in Turkey while emotions, loyalty, complaining scores are higher in Italy. There is no difference for price sensitivity. For severe failure, attribution scores except locus, emotions are higher in Turkey while loyalty score is higher in Italy. There is no difference for price sensitiveness, locus of control and complaining. SEM-path analyze was used for testing the model (RMSEA= 0.606, RMR=0.0548, SRMR=0.0580, NNFI=0.862, CFI=0.876, GFI=0.846), So, attributions affect emotions then emotions affect behavioral consequences. Also, attributions affect behavioral

¹ Manisa Celal Bayar University
² University of Rome
consequences directly. Price sensitivity affects loyalty, loyalty and complaining affect each other.
THE EMERGENCE OF FIRM DYNAMIC CAPABILITIES THROUGH INDIVIDUAL LEVEL CONTRIBUTIONS WITHIN THE CONTEXT OF INTERNATIONAL BUSINESS: AN EXPLORATORY STUDY

Ayca Kubra HIZARCI PAYNE¹, Alev KATRİNLİ²

Dynamic capabilities perspective is considered as a strongly established and influential theory in management field. However, studies based on how dynamic capabilities emerge and the roles of individuals in foundations of dynamic capabilities are still scarce. This exploratory study focuses on the micro-foundation perspective of dynamic capabilities in order to unveil the role of individuals in building firm dynamic capabilities within the context of international business. Through in-depth interviews carried out with 23 export managers and regional specialists from 18 companies, the characteristics of successful employees working in export departments were identified. According to the results of the study, organizational learning is one of the capabilities that is considered to be vital for success and survival in the international markets. In addition, organizational commitment, organizational citizenship behavior, and communication skills are the most common characteristics of successful export department employees who are considered as the contributors to firm dynamic capabilities.

¹ Dokuz Eylül University
² Dokuz Eylül University