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# International Journal of Management and Marketing Research

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# MARKET ORIENTATION, INNOVATION, AND DYNAMISM FROM AN OWNERSHIP AND GENDER APPROACH: EVIDENCE FROM MEXICO

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## ABSTRACT

*For businesses where resources are scarce and civil conditions are currently unstable, such as the Mexican state of affairs, striving for business practices that embrace a market orientation (MO) becomes critical to maintaining market share or even business survival. This paper addresses whether MO, innovation, and dynamism levels substantially differ among small businesses in Mexico, from an ownership (manager vs. owner) and gender approach. Our results show that there are no gender differences about market orientation. However, women in small business settings seemed to be more attuned with the need for businesses to be innovative and dynamic. Owners and managers demonstrated a similar degree of market orientation, innovation, and dynamism; reflecting the importance placed on small businesses to be a source of income despite being an owner or manager.*

**JEL:** M16

**KEYWORDS:** Market Orientation, Innovation, Dynamism, Small Business, Gender, Ownership Approach, Mexico

## INTRODUCTION

One key variable to creating and sustaining a successful business is observing a market orientation. Market orientation has been linked in many prior studies to a superior firm performance ranging from Kohli and Jaworski (1990), Narver and Slater (1990), and Diamantopoulos and Hart (1993) to more recently Kirca, Jayachandran, and Bearden (2005) and Megicks and Warnaby (2008). Market orientation has been identified as a source of competitive advantage for small businesses (Byrom, Medway & Warnaby, 2001; Logan, 1994; Megicks, 2001). Such positive support arises from the fact that market orientation is centered around the firm who is seeking growth opportunities, reduces delays in responding to those opportunities, and it is not easily replicated (Kirca, Jayachandran & Bearden, 2005). Byrom, Medway and Barnabi (2001) have suggested that small businesses may have a key opportunity to implement market orientation due to their flexibility and close ties to their customer base. Adopting a market orientation by small businesses may be increasingly important due to rapid technological change, globalization, and increasingly sophisticated competitors. For small businesses, this orientation can facilitate the creation of market based strategies, which enhance the opportunities for survival (Megicks & Warnaby, 2008) or defending market share. It is important to point out that empirical studies have primarily focused on large U.S. businesses and researchers, such as Pelham (1997, 1999, 2000), Pelham and Wilson (1995, 1996), Verbees and Meulenberg (2004), and Tzokas, Carter and Kyriazopoulos (2001), are advocating studies of market orientation on non-U.S. businesses. Thus, for businesses where resources are scarce, such as Mexican businesses, embracing a market orientation becomes a critical success factor. Therefore it becomes essential to investigate and further enhance our understanding of the market orientation behavior and other related constructs of small businesses in developing economies.

Rather than focusing on the market orientation-performance relationship which has received abundant support in the literature (for a meta-analysis see Kirca, Jayachandran & Bearden, 2005), this study focuses on as the constructs of dynamism, and innovation, and whether differences exist in the practice of

# THE EFFECT OF QUANTITATIVE ELECTRONIC WORD OF MOUTH ON CONSUMER PERCEIVED PRODUCT QUALITY

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## ABSTRACT

*Online shoppers today can easily share reviews of their product usage experiences on a third-party website. Many retail websites allow individuals to submit qualitative and/or quantitative reviews, using a typical five-point scale. With the increase in online shopping behaviors, the impact of these reviews, or electronic word of mouth, on consumers' decisions is drawing more attention. Yet how do these on-line consumer reviews impact consumer behavior? This study empirically tests how quantitative product reviews affect online shoppers' perception of product quality. We find that: (1) extreme ratings have a greater impact on prospective customers' perceived quality than do median ratings while negative reviews have greater impact than positive reviews; (2) none of the volume, valence and consensus of electronic word of mouth can predict perceived quality reliably; (3) there is no difference between the perceived product quality formed by Chinese and American subjects when judging product quality, based on the same quantitative online product reviews.*

**JEL:** M31

**KEYWORDS:** Electronic Word of Mouth, Online Review, Perceived Quality of Products

## INTRODUCTION

Buying online is inherently riskier to shoppers than buying at a traditional brick-and-mortar retail store. First, online shoppers cannot physically examine or try the products or consult salespeople before a purchase because shoppers and online vendors are typically removed from each other geographically (Alba et al., 1997). Compared with offline shoppers, online shoppers may feel more uncertain about the quality of products. Hence, they have a higher chance or risk of selecting brands with lower-than-expected quality. Second, it is typically more inconvenient to return unwanted products to online vendors than it is to conventional stores, although many online vendors currently do offer warranties and return-and-refund policies. However, most online vendors do not cover return shipping costs, which can be very high for bulky or heavy products. Third, it may take longer than the duration of the warranties to find flaws in certain products like digital cameras. When those products malfunction, it is harder for customers to dispute the issue with online vendors and have their products replaced or repaired.

A complete consumer decision-making process includes several steps: Need recognition, information search, pre-purchase evaluation of alternatives, actual purchase, consumption, post-consumption evaluation, and divestment (Blackwell et al., 2006). Once consumers recognize their needs, they begin searching for information about alternative products that may satisfy those unmet needs. In many situations, information search is the key step in determining a purchase decision. Online shoppers, like their offline counterparts, need to collect information about alternative products. Due to the earlier-mentioned higher risk and the lack of direct access both to the products and sellers, online shoppers tend to base their purchase decisions more often than not on information provided online unlike traditional shoppers who can visit a store and see a product directly (Dellarocas, 2003).

# SPATIAL PRICE ANALYSIS OF TOMATOES IN NIGERIA

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## ABSTRACT

*The study examined market integration in tomato markets in selected producing and consuming states in Nigeria. Secondary data on tomato prices spanning 2003 –2006 were sourced from National Bureau of Statistics. The data were analyzed using Augmented Dicker Fuller (ADF) and Granger Causality tests. Results indicated that the maximum tomato price was recorded in Ekiti in November, 2006 while the minimum price was recorded in Kano state in August, 2006. The results also revealed that prices of tomato were not stationary in their level form but become stationary at the first difference level. Seven tomato markets rejected their respective null hypothesis of no granger causality. None of the markets exhibited bi -directional granger causality or simultaneous feedback relationships Seven markets exhibited uni -directional granger causality. The results also indicated that Ekiti and Katsina states occupy the leadership position in tomato price formation and transmission. We recommend there should be efficient flow of information and good access road and infrastructural development among the states to improve market performance.*

**JEL:** A11

**KEYWORDS:** Tomatoes, Market integration, Nigeria.

## INTRODUCTION

Spatial market integration refers to co-movements or the long-run relationship among prices (Ghafoor et al, 2009). It is also the smooth transmission of price signals and information across spatially separated markets (Golleti, et al 1995). Spatial price analysis of markets improves understanding of price signals, direction of change and the transmission of same from food production centers to consumption zones.

Vegetables, including tomatoes, are highly perishable in nature due to their large water content. Efficient agricultural marketing is essential for the satisfaction of producers and consumers, as well as production and consumption. Agricultural marketing assumes greater importance in an economy when excess production from farms are disposed of in order to earn income with which farmers can purchase goods and services not produced by them (Adekanye, 1998).

In most Nigerian markets, price determination is accomplished by haggling. Commodities are not standardized and measures are not uniform. Farmers are affected by price volatility and hence may fail to specialize to gain a comparative advantage and gains from trade will not be realized (Chirwa, 2000). Favorable pricing stimulates more production; hence the co-movement and transmission of price signals and information across spatially separated markets are equally important in determining marketing performance (Yusuf *et al* 2006). Several studies address agricultural marketing margin and pricing efficiency on staple foods and animal products (Mafimisebi 2002). Few marketing studies have been conducted on horticultural crops. This study fills this gap in the literature.

This study examines trends in tomato prices in the selected states in Nigeria. We test for co integration of the price series in order to measure relationships in the price series and also determine the causal

# THE IMPACT OF BRAND PLACEMENT AND BRAND RECALL IN MOVIES: EMPIRICAL EVIDENCE FROM MALAYSIA

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## ABSTRACT

*Brand placement in movies is an emerging marketing dimension and strategy. These strategies are currently widely applied in films. The aim of this research is to explain the relationship between the acceptance of brand placement based on consumers' perception and the brand recall towards brand preference, loyalty and intention to purchase among Malaysian young movie viewers. Surveys are conducted randomly and questionnaire distributed to undergraduate students of Malaysian universities. Five-hundred questionnaires were distributed with an 80 percent response rate. Two propositions and three hypotheses were developed and tested using mean and regression analysis. The result indicated that the acceptance of brand placement based on consumers' perception and brand recall have a significant relationship with brand preference, loyalty and intentions to purchase. These findings indicate to brand managers that brand placement has become an important marketing tool to reach emerging younger generation consumers. It also indicates that brand placement acceptance and recall plays a vital role in influencing marketing activities, enabling marketers to impact younger generations brand preference in either a gross or subtle manner. This research provides a guideline for global brand players in considering marketing activities using commercialized movies as a medium.*

**JEL:** M3

**KEYWORD:** Brand Placement, movie, attitude, preference, intentions to purchase, loyalty

## INTRODUCTION

In recent years, there has been an increase in the practice of product placement (McKechnie & Jia, 2003), which is defined as 'the planned entries of products into movies or television shows that may influence viewers' product beliefs and/or behaviors favorably' (Balasubramaniam, 1994). Considerable research indicates that firms' advertising and marketing communication decisions have strong influences on firms' stock prices (Wiles & Danielova, 2009). This is done by product placement, also sometimes referred to as brand integration, to include of branded products or identifiers through audio or visual means within mass media programming (Balasubramaniam, 1994). Product placement is the inclusion of product, package, signage, a brand name of the firm in a movie or in a television program for the intent to deepen the brand image and instant recognition at the point of purchase. Placements can be in form of verbal mentions in dialogue, actual use by character, visual displays such as corporate logos on vehicles or billboards, brands used as set decorations, or even snatches of actual radio or television commercials (Mandal, 2008). The key advantages of brand placement range from cost-effectiveness to positive audience-accepted and easier for delivering brand spirit (DeLorme, Denise E., & Reid, 1999). Therefore, marketers are increasingly using brand placement to reinforce brand awareness and create favorable attitudes especially in movies. Garrett Hedlund, the heroic of Tron Legacy in the recently popular movie in 2010, uses a Nokia N8 to access a high tech security door. The Nokia N8 is shown to provide high functionality and become a central of focus, to some consumers, for a few seconds in the movie. Brand placement in movies is a common practice around the globe and it appears often in blockbuster films (Gregorio & Sung, 2010). Brand placement is not a new form of advertising strategy in

# COMPONENTS OF MEDICAL SERVICE USERS' DISSATISFACTION: A PERCEIVED CONTROL PERSPECTIVE

Jungki Lee, Korea University at Sejong

## ABSTRACT

*Studies across cultures have consistently reported significant levels of dissatisfaction among medical service users. However, there is a surprising paucity in literature dealing with the nature and structure of dissatisfaction among them. This study attempts to examine the components of dissatisfaction among medical service users. The study utilizes the tripartite characteristics of personal control (Averil 1973) to scrutinize the dissatisfactory medical service incidents. Data were collected from individuals who had experienced varying degrees of dissatisfaction with medical services. Data analysis reveals that medical users' dissatisfaction can be effectively classified into the three types of control proposed. The study also confirms that medical service users' dissatisfaction with medical services is strongly influenced by their perception of low control during the medical service encounters. Managerial implications and future research directions are provided.*

**JEL:** M31

**KEY WORDS:** marketing, customer dissatisfaction, medical services, perceived control

## INTRODUCTION

Contemporary medical practitioners are under constant pressure to deal with a variety of challenges in their environment including deregulation, new technologies, skyrocketing costs, and stiff competition. Hospitals are no longer contented with their traditional role as not-for-profit organizations but have adopted business perspectives for their operation. Market-driven business models developed in commercial sectors have been actively applied to the medical industries to deliver quality service and win customer satisfaction. Patients nowadays are viewed as customers and medical service providers are required to understand and conform to expectations that their clients bring to the service encounters.

In spite of such industry-wise efforts, there is a general tendency that customers of the medical industry experience a high level of dissatisfaction with medical practices. Reports by American Customer Satisfaction Index have indicated that American consumers' satisfaction with medical services has been consistently below median among industries compared over years (Fornell et al. 1996). Such tendency of poor rating on medical services has also been observed across cultures including Canada, South Korea, Sweden, Trinidad and Tobago, Ukraine, among others (Fornell 1992; Lee 2006; Phillips 1996; O'Neil 2009; Yi et al. 1996). Medical services have several characteristics that harbor a potential of dissatisfaction among their customers. Medical services can be characterized as having credence qualities (Darby and Karni 1973), which make their customer have difficulties in evaluating the quality of services before, during, and even after the service encounter. Naturally, customers of medical services were reported to have a high tendency of experiencing powerlessness during their service encounters (Beinstock and Stafford 2006; Lee 2010). It is not a coincidence to observe research findings maintaining that medical service customers have a high propensity to experience negative emotions such as stress, anxiety, and frustration during their interaction with medical service providers (Kolodinsky 1993). Ware and Davies (1983, p. 292) summarized that "consumer behavior in the medical marketplace is substantially related to dissatisfaction with doctors and health care services."

# PREFERENCES FOR PERFORMANCE BASED EMPLOYEE REWARDS: EVIDENCE FROM SMALL BUSINESS ENVIRONMENTS

Susan J. Kowalewski, D'Youville College

Suzanne L. Phillips, D'Youville College

## ABSTRACT

*Rewarding and motivating employees is extremely important to organizations because employees are a critical resource for success. The primary objective of this study was to determine if there are gender based employee preferences for performance rewards in small business environments. The study was conducted using surveys provided to employees and supervisors at small business establishments in Western New York State. The employee survey asked subjects to rank motivational items, situational reward/consequences, and social and economic aspects of work environments based on their preferences. The survey provided to supervisors asked them to rank the same items based on what they thought their employees would prefer. The results of the study indicated that there was no significant difference between male and female employees in terms of reward and motivational preferences. However, there were differences between what supervisors thought employees wanted and what employees actually valued. This study included results from 135 employee and 28 supervisor surveys were distributed, with 100 (74%) employee and 18 (64%) supervisor surveys returned. The results of this study indicate that social rewards were more valuable than economic rewards that would be valuable to small business owners and managers to develop programs to reward and motivate their employees.*

**JEL:** M10

**KEYWORDS:** Small Business, Rewards, Gender, Employee, Manager

## INTRODUCTION

Employees are a critical resource for small business owners and managers. They need to be motivated and rewarded so they recognize how vital they are to the organization. This in turn will inspire employees to contribute to the company's ability to grow and expand; increasing retention and decreasing turnover. However, small businesses typically have limited resources for providing incentives and performance rewards for their employees. The opportunity for an employee's advancement may also be constrained in a small business because there is typically no organizational chart or corporate ladder to climb.

The combination of a small business owner's limited resources and their dependence on highly motivated employees makes it extremely important that the employer provide incentives and rewards that the employee values. Understanding gender influences in this respect can assist in developing reward and incentive programs that are of value to the employee. According to Thomas (2009), extrinsic rewards; such as salary is a significant motivator for workers. In the same thread, unfair salary can be a strong demotivator to employees. There have been several studies conducted over the past 50 years that explored the differences between male and female perceptions regarding work satisfaction, work-related rewards and values (Kovach, 1995; Marini, Fan, Finley, and Beutel, 1996; Mottaz, 1986; Ross and Mirowsky, 1996; Schul, Remington, and Ben, 1990). This topic was first considered due to the increase in the number of females in the workforce during the post-World War II era. During the feminist movement of the 1960's and 1970's, the driving force behind these studies was the lower-paying positions afforded to most females. As women continued to attain higher level positions and commensurate higher pay, the



# RISK FACTORS INFLUENCING THE SURVIVAL OF STRATEGIC ALLIANCES: EVIDENCE FROM KENYA

Charles M. Rambo, University of Nairobi

## ABSTRACT

*Between one-half and two-thirds of strategic alliances formed by Small and Medium Enterprises (SMEs) fail to realize their purpose due to unmitigated risk factors. Most studies on strategic alliances and associated risks focus on developed economies. Using the Kenyan case, this study sheds light on risk factors influencing the survival of SME alliances in the Sub-Saharan Africa (SSA). This study sourced primary data from 120 SMEs involved in strategic alliances. Quantitative and qualitative techniques were used to analyze the data. Results indicate that the survival of SME alliances is a function of factors including the proportion of skilled staff, explaining up to 8.7 percent of variance, transportation cost (8.1%), information sharing (7.5%), level of trust among partners (6.6%) and integration of computers to support business activities (5.5%). The results show that SME strategic alliances remain risky ventures, requiring a concerted effort of all stakeholders to initiate appropriate mitigative measures to avert economic losses resulting from alliance failure. The study underscores the need for SSA governments to provide tax incentives, improve infrastructure and explore cheaper energy alternatives.*

**JEL:** O16

**KEYWORDS:** Risk, Risk Factors, Small and Medium Enterprises, Alliance Survival, Alliance Failure

## INTRODUCTION

The role of SMEs in employment creation, poverty reduction and industrialization appears in economic blue prints and empirical research world over (Abaka & Mayer, 1994; Atieno, 2001). According to Olutunla and Obamuyi (2008), SMEs provide more employment per unit of capital investment than large-scale enterprises. In Kenya, recent statistics show that SMEs create employment for about 70 percent of the national workforce, contributing up to 22 percent of Gross Domestic Products (GDP) (Mbithi & Mainga, 2006; Atieno, 2009). However, globalization forces, technological advancement and competition constantly threaten the contribution of SMEs in national development. To secure their survival, SMEs are increasingly initiating strategic alliances, which enable them to reduce production costs, acquire knowledge, as well as access new technology, financial resources and labour (Das & Teng, 2001; Ireland, Hitt & Vaidyanath, 2002; Li & Malin, 2009; Alders, van Liere, Berendsen & Ineke, 2010).

Even though strategic alliances have been attractive to SMEs, between 50 and 60 percent often, fail to realize the expectations of their crafters (Reuer, 1999; Das & Teng, 2001; Alders *et al.*, 2010). High failure rates of SME alliances have been associated with various forms of risk factors, arising from inter-firm relations, firm capacity and firm-environment interaction (Das & Teng, 1998; 2001; Ireland, *et al.*, 2002; Chi, 2005; Li & Malin, 2009; Alders *et al.*, 2010; Long & Zhai, 2010). Most empirical studies on strategic alliances and inherent risks focus on developed economies of Western Europe, North America, Australia and South-East Asia. Crotts and Wilson (2005) noted that although risks form a crucial dimension for understanding strategic alliances, the subject is yet to receive adequate attention in academic research, particularly in developing economies.

This study determines the influence of risk factors on the intention of alliance partners to stay on or pull out of their alliances; the study also assesses mitigative measures to enhance the survival of SME strategic

# VALUE EVALUATION OF CUSTOMER EXPERIENCE USING CONSUMER GENERATED CONTENT

Shilpa Iyanna, Abu Dhabi University  
Carmela Bosangit, University of Nottingham  
Amrul Asraf Mohd-Any, University of Malaya

## ABSTRACT

*The value literature has emerged from the fundamental notion of a trade-off between costs and benefits. This evolution supports the current understanding that value resides in experience from consumption. However, less is known about how customer experiences derived from their consumption can be translated into customer value components. This study delineates the models used in understanding the experience realm and customer value to provide insights on customers' experience based value. Consumer generated content in the form of blogs are used for analysis. These blogs provide textual artifacts of consumption experience. Using netnography as the main methodological tool, our results suggest two main findings. The first is related to the variation in value dimensions according to the realm of experience which supports the notion of value being idiosyncratic with different customers viewing the same experience differently. The second finding is related to the technical aspect of the study which suggests that consumer generated content or blogs can be used to examine the 'what of consumption.' However, it cannot be used to explain the 'why of consumption.' This suggests its potential as a preliminary research tool to complement other research methods.*

**JEL :** M31; M39

**KEY WORDS:** Customer Value; Consumption Experience; Consumer Generated Content (CGC); Travel Blogs; and Netnography.

## INTRODUCTION

Customer value emerged as one of the most important topics both in marketing research and practice during the 1990s. Holbrook (2003, p. 46) emphasizes the importance of value to today's marketers by stating "... if we accept the Kotler's definition of marketing as managerial activities that lead toward the facilitation and consummation of exchanges, and if we follow Kotler and Levy in regarding an exchange as a trading relationship between two parties in which each gives up something of value in return for something of greater value, it follows immediately that customer value is the basic foundation for everything we do in marketing". The current focus of value literature establishes that customer "value is now centered in the experiences of consumers" (Pralhad and Ramaswamy, 2004b, p. 137), rather than embedded in goods and services. Consequently, customers' experience is crucial as value resides in the experience (Bitner, 1992; Prahalad and Ramaswamy, 2004a, b; Woodruff and Flint 2006; Vargo and Lusch, 2008). Despite this shift in focus, there is very little evidence in the literature, of customer value evaluations being made based on experience.

Consumer generated content (CGC), also known as user-generated content (UGC) or user-created content (UCC) includes various kinds of media content such as blogs, wikis, e-review ([www.pcmag.com](http://www.pcmag.com)) written by the general public and is publicly available on the web. The development of these technologies present today's customers as self-reflexive, narrative agents with a platform to tell their stories and explain their actions using their own words (Caru and Cova, 2008). Blogs are the most common CGC media, mostly used as online personal journals with reflections, comments and hyperlinks provided by the writer (Merriam Webster Online). Thus, blogs are naturally occurring data that can be regarded as textual

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