Emerald India

BOOK OF ABSTRACTS

XX ANNUAL INTERNATIONAL CONFERENCE OF SOCIETY OF OPERATIONS MANAGEMENT

SOM – 2016

Operations for Sustainable Development

BOOK OF ABSTRACTS

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ABOUT THE CONFERENCE

The discipline of marketing is in constant evolution, and the rise of digital media has added a definitive twist to the process. Digital revolution holds the promise of offering an augmented, value-added experience by allowing consumers to engage increasingly in defining and co-creating the experience they would like to indulge in. The social networked, technology-driven, always-on world of today has also made it possible for firms to know a great deal about consumers and be in better touch with them than ever before.The digital engagement processes have started to redefine the extant business models and processes, classical organizational charts and entrenched operations. Both B2C and B2B marketers are compelled to ideate and maintain a consistent focus on customer engagement to provide an outstanding brand experience. Companies have to innovate every day not only to keep their consumers engaged but also to empower and engage their employees to keep pace in this ruthless competitive world. It is about time we take a hard look at the engagement processes in the technology-driven marketplace of today. Some questions have emerged that warrant research attention by marketing scholars. How has the digital revolution changed the engagement process? Are we moving towards a data-driven marketing era? What will be the role of analytics in the modern marketing world? How is social media changing the employee-consumer engagement and impacting the brand building exercise? How are firms going to co-create value with consumers in a digital world? What does the digital revolution based engagement mean for academicians and the practitioners?

This conference aims to bring together and engage the thought-leaders and practitioners, from marketing and other social sciences to facilitate such a dialogue that would contribute to the process of taking a fresh perspective of the engagement process. The theme of the conference is therefore – ***Engagement in the Era of e-Marketing!***

Schedule

Time	Event	Venue
Day 1- December 22, 2016		
12 noon-2 pm	Participant Registrations	IIM Calcutta, Finance Lab, Ground Floor, New Academic Block
2.30 pm	Welcome Address from the Marketing Group at IIM Calcutta	
2.30 pm -2.40 pm	Welcome Address by Director, IIM Calcutta	
2.40 pm - 3.20 pm	Key Note Address by: Prof. Avinandan Mukherjee, Dean, College of Business, Clayton University, Atlanta, GA	
3.20 pm - 3.50 pm	Guest Speaker: Mr. Ranjoy Dey (Digital Marketing Consultant). Emerging Challenges in Digital Marketing Space	
3.55 pm-4.00 pm	Vote of Thanks	
4.00 pm – 4.15pm	Tea / Refreshments at NAB top Floor (Level 5 foyer) In front of L51	
4.15 pm-5.45 pm	Paper Presentation Track Sessions	

Time	Event	Venue
Day 2 - December 23, 2016		
9.30 am-11.00 am	Paper Presentation Track Sessions	
11.00 am – 11.15am	Tea / Refreshments at NAB top Floor (Level 5 foyer) In front of L51	
11.15am-12.15 pm	POSTER PRESENTATIONS (Room information will be provided soon)	
12.15 pm-1.15 pm	Session on: “Publishing in top-tier Academic Journals- A Journey” Speaker: Prof. Avinandan Mukherjee, Dean, College of Business, Clayton University, GA.	
1.15pm-2.30pm	LUNCH (@ TATA HALL)	
2.30 pm-4.00 pm	Paper Presentation Track Sessions	
4.00 pm-4.30pm	Tea / Refreshments at NAB top Floor (Level 5 foyer) In front of L51	
4.30 pm-6.00 pm	Paper Presentation Track Sessions	
6.00 pm-7.15 pm	Networking Opportunities - Tea / Refreshments at NAB top Floor (Level 5 foyer) In front of L51	
7.30 pm onwards	Conference Dinner (MDC Lawns)	

Time	Event	Venue
Day 3 - December 24, 2016		
10.00 am -12.00 Noon	Paper Presentation Track Session 5	
12.00 Noon- 12.30pm	Tea / Refreshments at NAB top Floor (Level 5 foyer) In front of L51	
12.30pm – 1.00 pm	Valedictory Function (Finance Lab, NAB Ground Floor)	
1.15 pm – 2.00 pm	LUNCH (@ TATA HALL)	

Advertising, Promotion, and Marketing Communications - I Time: 1600 hrs to 1730hrs Session Chair: BIRUD SINDHAV	Session # 1101 Location: L51	December 22, 2016 Track #: 101	Role of Celebrity Credibility in Developing Brand Equity and Indelible Customer Relationship Mediated by Brand Credibility by Ramendra Pratap Singh and Neelotpaul Banerjee	Appeal of the Underdog Brand Biography: Effects on Consumer Attitude and Behavior by Komal Nagar	Influence of Hindi Film Stars as Brand endorser among respondents of various age groups in Kolkata. by Supriyo Patra	The Analog in the Digital: Deconstructing Augmented Reality Usage in the Make in India Campaign by Amrita Joshi	Green Advertising: A Study of Sustainability Building Messages in India and USA by Abhishek Abhishek, Birud Sindhav and Jonna Holland		
Consumer Behavior & Psychology - I Time: 1600 hrs to 1730hrs Session Chair: NIRMALYA BANDYOPADHYAY	Session # 1102 Location: L52	December 22, 2016 Track # 103	Whether Perceived crowding and In-store browsing influence impulse buying: An empirical investigation in the Indian context by Nirmalya Bandyopadhyay	An Empirical Study on Online Tourists Engagement for improved Tourists' Destination -Brand Attitude by Subhajit Bhattacharya and Anindya Dutta	Attraction Effect Across Cultures by Pronobesh Banerjee, Promothesh Chatterjee and Sanjay Mishra	Role of Brand Personality, Social Environment and Store Aesthetics in Shaping Customer Shopping Experiences: A Case for Impulse Buying by Priyanka Singh and Maninder Singh	Store Attributes Influencing Shoppers' Behaviour: Organized vs. Unorganized Retail Outlets by Somasekhar G and Saleem Shaik		
The Internet & Social Media Marketing- I Time: 1600 hrs to 1730hrs Session Chair: SUDIP DAS	Session # 1103 Location: N51	December 22, 2016 Track # 119	Developing an IoT business model for Indian Public Sector Retail Oil Outlets by Sudip Das, Shailendra Kumar Pokhriyal and Geo Fernandez	Exploring the Influence of Social Media on Brand Equity and Brand Evangelism of Young Consumers by Payel Das	Brand Love – a social media perspective by Kaustav Mukherjee and Neelotpaul Banerjee	Role of mixed neutral electronic word of mouth on online purchase intention by Gobinda Roy, Biplab Datta and Rituparna Basu			
Combined track: Product, Service, and Brand Management & New Product/Service Development, and Innovation Time: 0930 hrs to 1100 hrs Session Chair: AASHISH MEHRA	Session # 2101 Location: L51	December 23, 2016 Track # 111 & 113	Strategic Issues in Entrepreneurial Marketing by Ashwini Kumar Tewary and Ritu Mehta	Technique for enabling possible success in brand extension: An experimental study by Kaushik Mandal, Asima Sarkar and Vaibhav Kumar	Adoption of Mobile Phone Applications by College/University Students: Using a TAM and DoI Theory Models' Combined Approach by Aashish Mehra and Trilok Pratap Singh Chauhan	Effect of Employer Branding on Job Performance among Professionals in Select Information Technology Organizations in North India by Bushra S P Singh and Meenakshi Malhotra	Disputes and Monitoring in the IOT Age: Implications for Contracts and Performance in Multi-component Systems Industries by Saeed Shekari and Sourav Ray		
Marketing Across Cultures Time: 0930 hrs to 1100 hrs Session Chair: IAN ALAM	Session # 2102 Location: L52	December 23, 2016 Track # 108	Global brands' credibility and its impact on purchase intentions for Indian consumers by Ankur Srivastava, Dipanjan Kumar Dey and Pankaj Kumar Mohanty	Preparing our Students for Marketing across Cultures by Pallab Paul	Obtaining Customers Input for New Service Development in the Emerging Markets: A Case Study by Intekhab Alam	Role of Mobile Banking Servicescape on Customer Attitude and Engagement: An Empirical Investigation in India by Debajani Sahoo and Sreejesh Pillai			
Consumer Behavior & Psychology - II Time: 0930 hrs to 1100 hrs Session Chair: TBA	Session #2103 Location: N51	December 23, 2016 Track # 104	Americanization of Indian Culture: An Empirical Investigation by Arpita Khare and Shivendra Pandey	SMS Advertising – Factors Contributing toward Positive Assertiveness of Young Consumers of Bhubaneswar by Bidya Dash and Anil Mishra	Determinants of Consumers' Perceived Experience Value in relation to Online Organic Food Purchase by Sanjukta Ghosh	The Influence of Situational Involvement: An Empirical Examination of Benefits and Risks in the Context of Mobile Payments by Bijeta Shaw and Sunny Bose	An empirical study on consumer's attitude and behaviour towards green hotels by Namrata Maheshwari		
Combined track: Relationship Marketing & Cross-disciplinary Issues in Marketing Time: 1430 hrs to 1600 hrs Session Chair: TRIDIB MAZUMDAR	Session # 2201 Location: L51	December 23, 2016 Track # 107 & 114	Role of Anticipation on Consumer Advance Purchase Decisions by Tridib Mazumdar, Mingyu Joo and Dinesh Gauri	Leveraging Partner Relationships to Enhance Organizational Learning by Ravipreet Sohi	Understanding Mobile Number Portability, Service Quality Factors & Their Impact on Customer Loyalty -A Study of Major Telecom Players in Delhi NCR Circle by Ranjita Gupta and Jayashree Dubey	Attitude of Residents Towards Tourism Impacts: A Review by Pramod Sharma and Jogendra Kumar Nayak	Influence of Loyalty Programmes on Loyalty of Customers: A Study on Hypermarkets in India by Alka Sharma and Palvi Bhardwaj		
Consumer Behavior & Psychology - III Time: 1430 hrs to 1600 hrs Session Chair: MUDRA MUKESH	Session # 2202 Location: L52	December 23, 2016 Track # 105	The Positive Impact of Moral Licensing on Human behaviour: When licensing challenges you to push boundaries. by Anirban Som	Social Media and its Impact on Consumers Buying Behavior with special reference to apparel Industry in Bareilly region by Swati Gupta	Impact of Various Factors on Impulsive Buying Behavior of Customers in Organized Retail Stores of Non-Metro Cities by Deependra Singh and Utkal Khandelwal	The Role of Exploratory Tendencies in Consumer Behaviour and Intention to Buy Online: Moderation Analysis using Big Five Personality Dimensions by Tanusree Chakraborty and Janarthanan Balakrishnan	Virtually Unhappy: How Probability Neglect in Social Comparison Biases Judgments of Satisfaction with Life by Mudra Mukesh, Dhiney Goncalves and Margarita Mayo		
Advertising, Promotion, and Marketing Communications - II Time: 1430 hrs to 1600 hrs Session Chair: AGNUTA MUKHERJEE	Session # 2203 Location: N51	December 23, 2016 Track # 102	Brand Love and its influence on the Consumer Engagement through SNS- An empirical study by Fedric Kujur and Saumya Singh	The role of attachment in product endorsement: A conceptualisation by Natalya Saldanha, Rajendra Mulye and Kaleel Rahman	Examining the Mediating Role of Hedonic and Utilitarian Benefits on the Relationship between Sales Promotion and Consumer Perception by Somesh Kumar Sinha and Priyanka Verma	Changes in female role portrayals in advertising: a consumer perspective by Agnijita Mukherjee and Madhupa Bakshi			
Marketing to Poor, and Rural Consumers Time: 1630 hrs to 1800 hrs Session Chair: KAUSHIK KUNDU	Session # 2301 Location: L51	December 23, 2016 Track # 110	Socio-Economic Role of Rural Unorganized Retailers in Indian Villages by Dev Narayan Sarker and Kaushik Kundu	Exploring market potential of low income consumers in India. by Rajarshi Debnath, Partha Sarathi Mitra and Gobinda Roy	Buying New Bio-based Products: Just Do As others do? by Ashish Pujari and Mohammad Tayarpour				
Retailing & Distribution Channel Management- I Time: 1630 hrs to 1800 hrs Session Chair: SUBHAJIT BHATTACHARYA	Session # 2302 Location: L52	December 23, 2016 Track # 116	Attractiveness of retail agglomeration based on product type: An experimental study by Arunava Ghosh and Priyavrat Sanyal	An Empirical Study on the Factors Affecting Online Retail Brand Connection and Purchase Intention: An Analysis with Structural Equation Modeling by Subhajit Bhattacharya and Vijeta Anand	Mobile shopping apps continuance: an integrated framework of expectation-confirmation and network externalities by Subhro Sarkar and Arpita Khare	An Implementation Perspective of Customer Lifetime Value for E-Tailers by Sheila Roy	The Impact of Hedonic, Utilitarian and Security Factors on Attitudes Toward, Satisfaction with and the Use of SSTs by Larry Leung		
Combined track: Consumer Behavior & Psychology - IV and Research Methods used in Marketing (Qualitative & Quantitative) Time: 1630 hrs to 1800 hrs Session Chair: DIPTIMAN BANERJI	Session # 2303 Location: N51	December 23, 2016 Track # 106 & 115	Objectification of Women in Advertising and Media: Uncovering the Unknown by Shivali Sharma	Co-Recovery: Examining the Effect of Failure Types and Attributions on Recovery Responses by Radha Krishna Bhimavarapu and Vaibhav Shekhar	What Leads To Licensing Or Compensating Behaviour? by Gurbir Singh	Factors Affecting Customer Willingness to Participate in Co-Recovery by Niharika Gupta and Harsh V. Verma	Using a Discrete Choice Experiment (DCE) to Overcome Response Bias by Diptiman Banerji		

The Internet & Social Media Marketing- II Time: 1000 hrs to 1200 hrs Session Chair: AMIT GHOSH	Session # 3101 Location: L51	December 24, 2016 Track # 120	Factors Affecting Attitude and Behavioral intention towards Social Network Advertising: A Study by Arun Kumar and Mrinalini Pandey	Irritation Leading To Ad Avoidance and Ad Blocking – An Empirical Study by Khyati Jagani and Rasananda Panda	Analyzing Brand Sentiments using Text Mining by Amit Ghosh, Praveen Kotekal and Goutam Chakroborty	What and why of customer advocacy in affect and reason based product categories by Harish.V. Verma and Ragini Bhati	Managing the Detrimental Effects of Negative Reviews: The Persuasive Role of Webcare Characteristics by Tathagata Ghosh and Amar Raju	Impact of Perceive Risks on Mobile Banking Adoption Behavior in India: An Extension of Technology Acceptance Model by Amit Shankar and Biplab Datta
Combined Track: Marketing Strategy & Retailing & Distribution Channel Management- II Time: 1000 hrs to 1200 hrs Session Chair: BOUDHAYAN GANGULY	Session # 3102 Location: L52	December 24, 2016 Track # 109 & 117	Risk Mitigation Strategies Used by Customers During Online Purchase: A Conceptual Model by Deepak Ranjan	Supplier Dissatisfaction in E-commerce by Boudhayan Ganguly and Yash Daultani	The Evolution of Technology in Retailing and the Way Forward by Nivedita Bhanja	BABAs of India vs MNCs of the developed nations in the FMCG sector: A comparative study by Mini Mathur and Khyati Jagani	Unorganised Retail: A Classification of Literature by Madhumitha. E and Shivendra Pandey	
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Session	1101
Date	December 22, 2016
Time	16.00 hrs. to 17.30 hrs.

Role of Celebrity Credibility in Developing Brand Equity and Indelible Customer Relationship Mediated by Brand Credibility

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Abstract

The objective of this study is to examine how celebrity credibility will affect the customer based brand equity and relationship continuity expectation. The Brand credibility is examined as a mediator, Number of years of usage, i.e. past experience with the Smartphone is taken as a moderator, to test whether there is any significance difference between a new and old customer of this product. Age and gender are considered as a control variable in the study. In the present study, Smartphone is used as stimuli. The brand credibility acts as a mediator as the stimuli is a physical product. The participants are selected from ten major mobile phone retail outlets and two shopping malls, with highest footfalls, in a major city of West Bengal. The retail outlets and shopping malls are visited at weekends over a period of three months. The sample consist of adult individuals of age 18 years and above having smart phone or planning to purchase within a month, and are exposed to celebrity endorsed advertisements in print, electronic, and/or digital media. The data from the samples are collected using a systematic sampling design, starting from a random point every tenth participant, if found suitable based on the above mentioned criteria. A total of 376 participants are surveyed. The result of the study supports the positive direct relationship between celebrity credibility with both brand equity and relationship continuity expectation. Bias-corrected bootstrapping analysis using 2000 bootstrap sample with 90% confidence interval is run to examine the indirect effect that indicates mediation. Brand credibility positively and partially mediates the celebrity credibility, relationship with brand equity and relationship continuity expectation. It implies that there is a joint positive effect of both celebrity credibility and brand credibility on brand equity and relationship continuity expectation. In the case of past experience with Smartphone, there is a strong positive significant difference is found between celebrity credibility on relationship continuity expectation. Role of celebrity credibility is almost double in low experience users to build a stronger relationship with the brand than the users who are using smart phones for a longer period of time which supports that the new users are more influence by celebrity credibility than the old one. The result of the present study implies that a credible celebrity aid in developing an improved brand equity and supports in establishing a strong unceasing relationship with the brand. The strong relationship created with the help of credible celebrity may help brands to prevent customers from brand switching and remain brand loyal.

Keywords: Celebrity credibility, Brand equity, Brand credibility, Relationship Continuity expectation

Session	2102
Date	December 23, 2016
Time	09.30 hrs. to 11.00 hrs.

Global brands' credibility and its impact on purchase intentions for Indian consumers

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Abstract

The question of how consumers make a choice between global brands originating in developed versus emerging markets is extremely crucial. Emerging markets are often characterized by higher levels of market heterogeneity, sociopolitical governance, unbranded competition and inadequate infrastructure (Sheth, 2011). In such contexts, markets would be characterized by asymmetric and imperfect information. Literature on information economics posits that brands as credible signals reduce consumer's perceived risk, information cost and suspicion about firms' quality claims (Erdem and Swait, 1998). Therefore, we expect that in an emerging market setting credibility of a brand would be crucial in influencing consumer choice. Hence, the objective of the present study is to investigate the role of brand credibility in influencing purchase intentions towards global brands originating in developed versus emerging markets.

Given the significance of brand credibility in purchase intentions it is important to identify its antecedents. Ozsomer and Altaras (2008), suggest that global brand credibility is influenced by the brands perceived global reach and its imbued cultural capital. Both of these variables represent a brands' strategic positioning in the marketplace and hence can be employed as signal to communicate a brand's position in the marketplace. In this study we identify and test three prominent drivers of brand credibility viz. perceived brand authenticity, local iconness, and perceived brand globalness in the context of global brand purchase. The results show that brand credibility is an important purchase factor for global brands. Further, three drivers differentially influence the credibility perceptions of global brands originating in developed as well as emerging markets.

Keywords: global brands, brand credibility, perceived brand globalness, local iconness, brand authenticity, emerging markets

Session	2102
Date	December 23, 2016
Time	09.30 hrs. to 11.00 hrs.

Role of Mobile Banking Servicescape on Customer Attitude and Engagement: An Empirical Investigation in India

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Abstract

The purpose of this paper is to examine the potential influence of overall service environment (servicescape) of Mobile banking (M banking) on customer attitude and engagement intentions. The previous researchers support the claim that this mode of banking service has paved a pathway to an innovative banking approach in both developed and developing countries. However, unlike traditional transactional and online banking services, the limited ability of this mode to provide one-to-one interactions with service providers increases privacy concerns among consumers .To address these privacy concerns, consumers may look for relevant cues from the channel environment to confirm that they will not experience a loss once they perform banking related activities via this mode. A Stimulus-Organism-Response (S-O-R) framework, which is often employed in physical and online servicescape literature, is adapted as the basis of the conceptual model that the M banking servicescape as stimulus will influence the organismic effects of customers' attitude towards M banking, which in turn influence their response, i.e., customer engagement. A web based survey among 345 M banking users was employed to gather data regarding the proposed set of constructs. A Structural Equation Modelling (SEM) technique was used to analyse the conceptual model and test the proposed set of hypotheses. Statistical results demonstrated that M banking servicescape is a strong predictor of customer attitude toward M banking which then influences customer engagement. It also support the fact that customers' attitude toward M banking mediates the relationship between M banking servicescape and customer's engagement with M banking. Extension of servicescape research from physical and online contexts to M banking setting provides a notable new realm into which academicians can extend the current paradigms. This study also helps M banking practitioners an enhanced understanding to improve customer attitude and engagement with regard to M banking. In addition to this, it is also found that layout and functionality play an important role to develop M-banking servicescape.

Keywords: Mobile banking, servicescape, e-servicescape, attitude, engagement

Reference No:35

Session	2103
Date	December 23, 2016
Time	09.30 hrs. to 11.00 hrs.

The Influence of Situational Involvement: an Empirical Examination of Benefits and Risks in the Context of Mobile Payments

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Abstract

With the boom in online services and technologies, mobile payments have evolved as a more promising payment system offered by the service providers. The market of mobile payments in 2015 was $450bn and is expected to surpass $1tn in 2019 globally (TrendForce, 2016; Statista, 2016). However the adoption rate of mobile payments is very low in India, contributing to only $21mn (Statista, 2016). Also, it is important to study the interactive nature of the context of mobile payments. In this purview, the situational factors play a major role in governing the mental state of a consumer. Thus, this study has been based on two facets; the positive valence, the benefits and the negative valence, the risk and their antecedents which will build a clear perception of an individual to motivate them to adopt mobile payments. The antecedents are information diagnosticity, authenticity and mental intangibility. Based on the level of situational involvement, how the cognitive processing of an individual works and motivates consumers to gain a clear picture as well as to adopt mobile payments. A conceptual framework has been built using the factors mentioned above. Scenarios will be created for high situational involvement and low situational involvement. Later experimental design will be performed to test the hypotheses. The expected finding of the study contributes to the media-congruency effect and human psychology to build relationship with consumers. The study also contributes to the risk- reducing strategies when a consumer is highly involved in the information available. The high level of situational involvement evokes consumer's cognitive processing and helps them evaluate pre-purchase decisions which later will contribute to reduce the risk.

Keywords: (mobile payments, situational involvement, information diagnosticity, perceived authenticity, mental intangibility)

Session	2303
Date	December 23, 2016
Time	16.30 hrs. to 18.00 hrs.

Co-Recovery: Examining the Effect of Failure Types and Attributions on Recovery Responses

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Co-Recovery: Examining the Effect of Failure Types and Attributions on Recovery Responses

Introduction:

Self service technologies (SSTs) have been increasingly used by all the firms across the globe to meet the requirements of evolving customer. SSTs have gained prominence as they are cost effective as well as helpful in increasing consistency and efficiency (Dabholkar 1996). SSTs such as ATMs, Payment kiosks, Web based applications and Mobile applications, payment applications have gained prominence in recent years. Many studies have explored factors affecting customer usage of these self service technologies (Meuter et al., 2005; Shin 2010). Despite proliferation of SSTs, they are not infallible as there is risk of failure due to absence of human element and standardized process (Meuter and Bitner, 1998). There have been multiple studies addressing service failure in offline service contexts but only few studies emphasized on online service and self service technology failures (Harris et al., 2006; Forbes, 2008; Dong et al., 2008; Zhu et al., 2013; Dabholkar and Spaid, 2012).Service failures in SSTs classified into two major categories based on service types: Internet SSTs (Harris et al., 2006) and Non-Internet SSTs (Forbes, 2008). Extant studies in SST failure context have examined different recovery strategies to address service failures in the form of compensation, service guarantees, explanation, and apology. Of late, Co-creation of service recovery has emerged as new mechanism to address service failures in SST context (Dong et al., 2008, Roggeveen et al., 2012, Xu et al., 2014., Dong et al., 2016). However, there is dearth of literature addressing effects of attribution in a co-created service failure and factors affecting customer responses post recovery. Previous studies in co-created recovery (co-recovery) have examined either process failure (Dong et al., 2008) or outcome failure (Roggeveen et al., 2012; Xu et al., 2014) without any focus on type of failure occurred. However, previous research suggests type of failure plays key role in customers‟ expectation of required recovery (Smith et al., 1999). It is also suggested that efficacy of recovery strategies vary depending on the attributions customers make about the service failure (Iglesias et al., 2015). Therefore, deploying co-recovery across all the SST failures might not give desired results for the service firms when customers make different attribution to a service failure. Thus, examining the relationship between failure type and attributions in the context of SST makes more sense as it is another chance for a firm to retain customer by addressing the failure appropriately. In this regard, the present study makes an attempt to fill the void by examining the effect of attributions and the role of failure type on recovery responses in a co-recovery setting. The following research questions are framed in order to address the research gap stated above.

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Session	3101
Date	December 24, 2016
Time	10.00 hrs. to 12.00 hrs.

Managing The Detrimental Effects of Negative Reviews: The Persuasive Role of Webcare Characteristics

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Introduction

The ingenious exploitation of internet has empowered consumers to vent out their negative experiences with products and services through a wide array of online channels like micro- blogging websites (www.twitter.com), company websites (e.g. www.canon.com), third-party websites (e.g. www.mouthshut.com), and product/industry specific review sites (e.g. www.zomato.com) (Ward and Ostrom, 2006). This opportunity for consumers to cater negative word of mouth (henceforth: NWOM) through online reviews is a serious threat for marketers (Berry et al., 2010; Hennig-Thurau et al., 2010) because negative reviews possess potent harm- inflicting characteristics which negatively affect consumers' attitude toward brands (Purnawirawan et al., 2015), purchase intentions (Lee and Youn, 2009), product trial (Huang and Korfiatis, 2015) and sales (Cui et al., 2012) and eventually diminish a company's brand image in the marketplace (Lee and Youn, 2009). Many companies have started to monitor and intervene in negative reviews, to mitigate these detrimental effects, a practice known as Webcare (Van Noort and Willemsen, 2012). Extant studies on webcare demonstrated its effectiveness as a tool to curtail negative economic circumstances directed toward a firm. For example, Hong and Lee (2005) explored that timely response by companies resolves complainants' issues, stops unnecessary follow-up attacks from other consumers, and increases consumer loyalty and positive word of mouth (henceforth: PWOM). Depending upon the strategy adopted (proactive or reactive) and online platform used (consumer-generated or brand-generated), webcares also have the ability to attenuate negative brand evaluations (Van Noort and Willemsen, 2012). Clearly, valence and level of negativity manifested in the reviews determine what strategy a marketer should adopt while writing online responses (Dens et al., 2015). A successful endeavour ultimately results in generating positive consumer engagement with brands through the online environment (Schamari and Schaefers, 2015).

Though these afore-mentioned studies highlight managerial relevance and engender comprehensive research in webcare, ironically it is still in its stage of infancy. Specifically, no studies exist that explore the salient characteristics or attributes of webcare which marketers might manipulate in order to offset negative attitude of complaining consumers. However, unlike webcare, researchers did examine message characteristics of other communication tools like print ads (Chowdhury et al., 2011), radio ads (Potter, 2009), television ads (Ruifeng, 2012), company blogs (Greenberg et al., 2013), online ads like banner, floating, or pop-up ads (Alijani et al., 2010), and online reviews (Cheung et al., 2008). Another lacuna

surfacing from prior literature is that none of the studies investigated effects of webcare and companies' responses to negative reviews on consumers' coping behaviour, i.e., the process of sanctioning marketers' faults. Coping strategies like consumer forgiveness possesses a healing power that changes consumer-brand relationships (Bhandari et al., 2007; Moschis, 2007) and has been thoroughly investigated in physical (offline) service recovery literature (Bhandari et al., 2007; Chung and Beverland, 2006; Moschis, 2007; Sinha and Lu, 2015; Tsarenko and Tojib, 2011). However, research on whether consumers forgive marketers' transgressions and continue pursuing healthy relationship with the brand after receiving online responses is scarce.

The present article seeks to explore the effects of selected webcare attributes, namely webcare strength, webcare sidedness, and webcare ownership on consumers' forgiveness. We also posit that severity of failure depicted in the reviews would moderate the afore-mentioned relationships. Finally, the article investigates whether coping behavior leads to pragmatic consumer-level outcomes by analyzing the effects of consumer forgiveness on service brand attitude, satisfaction with webcare, and purchase intention.

Hypotheses:

H1: Strong webcare results in higher consumer forgiveness as compared to weak webcare. H2: Two-sided webcare results in higher consumer forgiveness as compared to one-sided webcare.

H3: Webcare with high ownership results in higher consumer forgiveness as compared to webcare with low ownership.

H4: A strong two-sided webcare results in higher consumer forgiveness as compared to (a) a strong one-sided webcare, (b) a weak two-sided webcare, and (c) a weak one-sided webcare.

H5: A strong webcare with high ownership results in higher consumer forgiveness as compared to (a) a strong webcare with low ownership, (b) a weak webcare with high ownership, and (c) a weak webcare with low ownership.

H6: A two-sided webcare with high ownership results in higher consumer forgiveness as compared to (a) a two-sided webcare with low ownership, (b) a one-sided webcare with high ownership, and (c) a one-sided webcare with low ownership.

H7: Severity of failure negatively moderates the relationship between (a) webcare strength and consumer forgiveness, (b) webcare sidedness and consumer forgiveness, and (c) webcare ownership and consumer forgiveness.

H8: Consumer forgiveness positively affects brand attitude.

H9: Consumer forgiveness positively affects consumer satisfaction. H10: Consumer forgiveness positively affects purchase intention. H11: Brand attitude positively affects purchase intention.

H12: Consumer satisfaction positively affects purchase intention.

Research Methodology:

Two studies were conducted keeping in view the afore-mentioned objectives.

Study 1: The purpose of this study was to test the hypotheses in the context of fine dining service characterized by a real life restaurant brand. The validity of the postulations were put to scrutiny by adopting a sequential approach whereby effects of webcare characteristics on consumer forgiveness in

the presence of severity of failure as a moderator were first examined. Following this, the effects of consumer forgiveness on service brand attitude, satisfaction with webcare, and restaurant visit intention were investigated. The experiment used a 2 (Webcare strength: strong vs. weak) × 2 (webcare sidedness: one-sided vs. two-sided) × 2 (Webcare Ownership: high vs. low) × 2 (Severity of Failure: high vs. low) between-subjects design. Four-hundred and ninety- six post-graduate students (274 men, 222 women; mean age=23.4 years) of a university participated in the study. ANCOVA was used to test the effects of webcare characteristics on consumer forgiveness. Further, OLS based regression was used to test the effects of consumer forgiveness on service brand attitude, satisfaction with webcare, and restaurant visit intention Study 2: While the first study was conducted with a real-life restaurant brand, we intended to enhance external validity of our research in a fictitious hotel brand scenario. The primary goals of Study 2 were to examine whether the moderated effects (through severity of failure) of webcare characteristics on service brand attitude, satisfaction with webcare, and hotel visit intention were statistically mediated through consumer forgiveness. The same set of research hypotheses were again tested using Hayes' (2013) PROCESS macro 2.15 for SPSS 20.0. A total of 472 subjects (303 men, 169 women, mean age=36.8 years) participated in the study. Study 2 empirically investigated whether and to what extent consumer forgiveness, in the presence of severity of failure as a moderator, mediated the effects of webcare characteristics, i.e., strength, sidedness, and ownership, consumer outcome variables like service brand attitude, satisfaction with webcare, and hotel visit intention.

Results and Discussion:

Study 1: A significant main effect of webcare strength, webcare sidedness and webcare ownership was found on consumer forgiveness. Further, a significant webcare strength × webcare sidedness interaction effect was also found, thereby showing that strong two-sided webcares resulted in higher consumer forgiveness than strong one-sided webcares, weak two- sided webcares, and weak one-sided webcares. Another, significant webcare sidedness × webcare ownership interaction was also found which revealed that subjects exposed to two-sided webcares with high ownership exhibited higher consumer forgiveness than those in two-sided webcares with low ownership, one-sided webcares with high ownership, and one-sided webcares with low ownership conditions. However, webcare strength did not interact with webcare ownership thereby yielding insignificant results. Further consumer forgiveness was found to affect service brand attitude and satisfaction with webcare.

Study 2: The finding of the second study showed that consumer forgiveness mediated the effects of webcare characteristics on service brand attitude, satisfaction with webcare, and hotel visit intention while severity of failure played the role of a negative moderator in these relationships CONTRIBUTIONS:

This study contributes to research dealing with consumers' complaint in an online environment - a relatively new domain called webcare. Till date little knowledge exists that explores how webcare responses could be effectively written in order to manage unhappy consumers. Our first academic contribution is that this study fills this above-mentioned research void by exploring the characteristics of webcare. Second, previous research on offline service recovery and webcare has primarily dealt with a theoretical construct like justice perception. We append to this body of knowledge by examining the effects of webcare characteristics on a more pragmatic and marketer-oriented construct like consumer forgiveness in the presence of a moderating construct like severity of failure. Finally, to the best of our knowledge limited attention has been given to explore phenomena that might happen once unhappy consumers forgive transgressions of marketers. Our study academically contributes to the literature of consumer forgiveness by examining its extended effects on consumer outcome variables like brand attitude, satisfaction and purchase intention.

Perhaps due to the relative newness of the domain, no research attention has been given to systematically explore characteristics like webcare strength, webcare sidedness and webcare ownership. To the best of our knowledge no previous research examines whether webcare provided in response to negative reviews influences coping behavior, i.e., forgiving/sanctioning the marketer's transgressions, of other consumers who read the review and the associated webcare. However, no previous studies in the domain of webcare and online responses have taken into consideration this situational factor i.e., complaint seriousness, into account.

Keywords: Webcare, webcare characteristics, negative online reviews, consumer forgiveness, severity of failure

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Session	3101
Date	December 24, 2016
Time	10.00 hrs. to 12.00 hrs.

Managing The Detrimental Effects of Negative Reviews: The Persuasive Role of Webcare Characteristics

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Introduction

The ingenious exploitation of internet has empowered consumers to vent out their negative experiences with products and services through a wide array of online channels like micro- blogging websites (www.twitter.com), company websites (e.g. www.canon.com), third-party websites (e.g. www.mouthshut.com), and product/industry specific review sites (e.g. www.zomato.com) (Ward and Ostrom, 2006). This opportunity for consumers to cater negative word of mouth (henceforth: NWOM) through online reviews is a serious threat for marketers (Berry et al., 2010; Hennig-Thurau et al., 2010) because negative reviews possess potent harm- inflicting characteristics which negatively affect consumers' attitude toward brands (Purnawirawan et al., 2015), purchase intentions (Lee and Youn, 2009), product trial (Huang and Korfiatis, 2015) and sales (Cui et al., 2012) and eventually diminish a company's brand image in the marketplace (Lee and Youn, 2009). Many companies have started to monitor and intervene in negative reviews, to mitigate these detrimental effects, a practice known as Webcare (Van Noort and Willemsen, 2012). Extant studies on webcare demonstrated its effectiveness as a tool to curtail negative economic circumstances directed toward a firm. For example, Hong and Lee (2005) explored that timely response by companies resolves complainants' issues, stops unnecessary follow-up attacks from other consumers, and increases consumer loyalty and positive word of mouth (henceforth: PWOM). Depending upon the strategy adopted (proactive or reactive) and online platform used (consumer-generated or brand-generated), webcares also have the ability to attenuate negative brand evaluations (Van Noort and Willemsen, 2012). Clearly, valence and level of negativity manifested in the reviews determine what strategy a marketer should adopt while writing online responses (Dens et al., 2015). A successful endeavour ultimately results in generating positive consumer engagement with brands through the online environment (Schamari and Schaefers, 2015).

Though these afore-mentioned studies highlight managerial relevance and engender comprehensive research in webcare, ironically it is still in its stage of infancy. Specifically, no studies exist that explore the salient characteristics or attributes of webcare which marketers might manipulate in order to offset negative attitude of complaining consumers. However, unlike webcare, researchers did examine message characteristics of other communication tools like print ads (Chowdhury et al., 2011), radio ads (Potter, 2009), television ads (Ruifeng, 2012), company blogs (Greenberg et al., 2013), online ads like banner, floating, or pop-up ads (Alijani et al., 2010), and online reviews (Cheung et al., 2008). Another lacuna

surfacing from prior literature is that none of the studies investigated effects of webcare and companies' responses to negative reviews on consumers' coping behaviour, i.e., the process of sanctioning marketers' faults. Coping strategies like consumer forgiveness possesses a healing power that changes consumer-brand relationships (Bhandari et al., 2007; Moschis, 2007) and has been thoroughly investigated in physical (offline) service recovery literature (Bhandari et al., 2007; Chung and Beverland, 2006; Moschis, 2007; Sinha and Lu, 2015; Tsarenko and Tojib, 2011). However, research on whether consumers forgive marketers' transgressions and continue pursuing healthy relationship with the brand after receiving online responses is scarce.

The present article seeks to explore the effects of selected webcare attributes, namely webcare strength, webcare sidedness, and webcare ownership on consumers' forgiveness. We also posit that severity of failure depicted in the reviews would moderate the afore-mentioned relationships. Finally, the article investigates whether coping behavior leads to pragmatic consumer-level outcomes by analyzing the effects of consumer forgiveness on service brand attitude, satisfaction with webcare, and purchase intention.

Hypotheses:

H1: Strong webcare results in higher consumer forgiveness as compared to weak webcare. H2: Two-sided webcare results in higher consumer forgiveness as compared to one-sided webcare.

H3: Webcare with high ownership results in higher consumer forgiveness as compared to webcare with low ownership.

H4: A strong two-sided webcare results in higher consumer forgiveness as compared to (a) a strong one-sided webcare, (b) a weak two-sided webcare, and (c) a weak one-sided webcare.

H5: A strong webcare with high ownership results in higher consumer forgiveness as compared to (a) a strong webcare with low ownership, (b) a weak webcare with high ownership, and (c) a weak webcare with low ownership.

H6: A two-sided webcare with high ownership results in higher consumer forgiveness as compared to (a) a two-sided webcare with low ownership, (b) a one-sided webcare with high ownership, and (c) a one-sided webcare with low ownership.

H7: Severity of failure negatively moderates the relationship between (a) webcare strength and consumer forgiveness, (b) webcare sidedness and consumer forgiveness, and (c) webcare ownership and consumer forgiveness.

H8: Consumer forgiveness positively affects brand attitude.

H9: Consumer forgiveness positively affects consumer satisfaction. H10: Consumer forgiveness positively affects purchase intention. H11: Brand attitude positively affects purchase intention.

H12: Consumer satisfaction positively affects purchase intention.

Research Methodology:

Two studies were conducted keeping in view the afore-mentioned objectives.

Study 1: The purpose of this study was to test the hypotheses in the context of fine dining service characterized by a real life restaurant brand. The validity of the postulations were put to scrutiny by adopting a sequential approach whereby effects of webcare characteristics on consumer forgiveness in

the presence of severity of failure as a moderator were first examined. Following this, the effects of consumer forgiveness on service brand attitude, satisfaction with webcare, and restaurant visit intention were investigated. The experiment used a 2 (Webcare strength: strong vs. weak) × 2 (webcare sidedness: one-sided vs. two-sided) × 2 (Webcare Ownership: high vs. low) × 2 (Severity of Failure: high vs. low) between-subjects design. Four-hundred and ninety- six post-graduate students (274 men, 222 women; mean age=23.4 years) of a university participated in the study. ANCOVA was used to test the effects of webcare characteristics on consumer forgiveness. Further, OLS based regression was used to test the effects of consumer forgiveness on service brand attitude, satisfaction with webcare, and restaurant visit intention Study 2: While the first study was conducted with a real-life restaurant brand, we intended to enhance external validity of our research in a fictitious hotel brand scenario. The primary goals of Study 2 were to examine whether the moderated effects (through severity of failure) of webcare characteristics on service brand attitude, satisfaction with webcare, and hotel visit intention were statistically mediated through consumer forgiveness. The same set of research hypotheses were again tested using Hayes' (2013) PROCESS macro 2.15 for SPSS 20.0. A total of 472 subjects (303 men, 169 women, mean age=36.8 years) participated in the study. Study 2 empirically investigated whether and to what extent consumer forgiveness, in the presence of severity of failure as a moderator, mediated the effects of webcare characteristics, i.e., strength, sidedness, and ownership, consumer outcome variables like service brand attitude, satisfaction with webcare, and hotel visit intention.

Results and Discussion:

Study 1: A significant main effect of webcare strength, webcare sidedness and webcare ownership was found on consumer forgiveness. Further, a significant webcare strength × webcare sidedness interaction effect was also found, thereby showing that strong two-sided webcares resulted in higher consumer forgiveness than strong one-sided webcares, weak two- sided webcares, and weak one-sided webcares. Another, significant webcare sidedness × webcare ownership interaction was also found which revealed that subjects exposed to two-sided webcares with high ownership exhibited higher consumer forgiveness than those in two-sided webcares with low ownership, one-sided webcares with high ownership, and one-sided webcares with low ownership conditions. However, webcare strength did not interact with webcare ownership thereby yielding insignificant results. Further consumer forgiveness was found to affect service brand attitude and satisfaction with webcare.

Study 2: The finding of the second study showed that consumer forgiveness mediated the effects of webcare characteristics on service brand attitude, satisfaction with webcare, and hotel visit intention while severity of failure played the role of a negative moderator in these relationships CONTRIBUTIONS:

This study contributes to research dealing with consumers' complaint in an online environment - a relatively new domain called webcare. Till date little knowledge exists that explores how webcare responses could be effectively written in order to manage unhappy consumers. Our first academic contribution is that this study fills this above-mentioned research void by exploring the characteristics of webcare. Second, previous research on offline service recovery and webcare has primarily dealt with a theoretical construct like justice perception. We append to this body of knowledge by examining the effects of webcare characteristics on a more pragmatic and marketer-oriented construct like consumer forgiveness in the presence of a moderating construct like severity of failure. Finally, to the best of our knowledge limited attention has been given to explore phenomena that might happen once unhappy consumers forgive transgressions of marketers. Our study academically contributes to the literature of consumer forgiveness by examining its extended effects on consumer outcome variables like brand attitude, satisfaction and purchase intention.

Perhaps due to the relative newness of the domain, no research attention has been given to systematically explore characteristics like webcare strength, webcare sidedness and webcare ownership. To the best of our knowledge no previous research examines whether webcare provided in response to negative reviews influences coping behavior, i.e., forgiving/sanctioning the marketer's transgressions, of other consumers who read the review and the associated webcare. However, no previous studies in the domain of webcare and online responses have taken into consideration this situational factor i.e., complaint seriousness, into account.

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Ward, J. C., & Ostrom, A. L. (2006). Complaining to the masses: The role of protest framing in customer-created complaint web sites. Journal of Consumer Research, 33(2), 220-230.

Session	3102
Date	December 24, 2016
Time	10.00 hrs. to 12.00 hrs.

Supplier Dissatisfaction in E-commerce

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Abstract

The subject of satisfaction and trust in the context of e-commerce has been studied by a plethora of scholars, however, there are no comprehensive studies which have looked into supplier dissatisfaction. Recently, there have been multiple reports of supplier side problems in e-commerce giants such as Amazon and therefore it is imperative that issues pertaining to suppliers need attention and research. Some important factors that helped e-commerce flourish are a) the reach of online shopping where the customer's search cost is reduced b) the convenience of online shopping, and c) the availability of product(s) and services at cheaper cost. Most of these advantages accrue from strong supplier relationships. Thus, online retailers, need to have strong relationships with their suppliers in order to remain competitive. In this paper, factors that lead to supplier dissatisfaction are identified and subsequently, its dimensions in the e-commerce context are investigated. In the first phase of the study, various factors that lead to e-commerce supplier dissatisfaction are identified through depth interviews and literature review. Some of the factors unique to online shopping context were a) Lack of multi-channel integration b) No control of the seller on price and promotion, c) No scope of re marketing of products, d) undercutting from other suppliers, e) Return of goods and reverse logistics issues, f) Dealing with bad customers, g) Delay is service from online retailer and h) Poor Information content on website.

Keywords: Supplier Dissatisfaction, E-Commerce, EDT, multi-channel integration.

Session	3103
Date	December 24, 2016
Time	10.00 hrs. to 12.00 hrs.

Impact of Servicescape on Brand Love: Role of Brand Experience and Customer's Visit Motives

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Abstract

The present study aims at improving theoretical understanding on the influential role of servicescape in the determination of customers' love towards hotel service providers. It highlights the practical usefulness of the servicescape on brand experience in which brand experience used as a mediator between servicescape and brand love. The study has attempted to vary the assessment of servicescape significantly by integrating moderating effects of customer's visit motive (Goal vs. Experiential). Both the theories (S-O-R and ELM theory) have strengthened the logic and objective of the study. Data were collected from three hundred and seventy eight (378) guests by random sampling from a reputed hotel chain spread across different locations in the country. Data were subject to a series of analysis including, exploratory factor Analysis (EFA), confirmatory factor analysis (CFA), structural equation modeling, mediation analysis and moderation (multi-group) analysis. The findings suggest that brand experience partially mediates the effect of servicescape on brand love. Consumer motive moderates the effects of hotel servicescape on service brand experience such that the effect of brand experience is higher for experiential motive customer than that of the goal oriented motives customer. The current study findings have several implications for hotel service developers and hospitality practitioners and for academicians. The study will provide a new insight to managers for building innovativeness in service provisions through servicescape items, which leads to brand love by understanding guest motive intention. The present findings also imply that hotel managers must consider customers differently based on their experience with the hotel, as the processing of servicescape is conditional upon their experience with the hotel service.

Keywords: Servicescape, Brand Experience, Brand Love, Consumer Motives

Session	3103
Date	December 24, 2016
Time	10.00 hrs. to 12.00 hrs.

Developing a Conceptual Framework for Place Image

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Abstract

Researchers have observed that places and regions, including nations compete keenly for tourists, FDIs, exports and others. However, the fledgling domain of place branding is yet to get a robust theory as to the antecedents of 'place image'. The creation of place image requires scholars and practitioners to delve into domains of other social sciences like international business, international relations, human geography, and tourism studies and so on. This study attempts to develop a conceptual framework for place image, focusing on the branding of a region based on the dimensions of country- of- origin effects, tourism marketing, public diplomacy and regional identity. The framework can serve as a building block for developing an integrated theory on place branding including nation(s) and region(s). Using umbrella branding we posit that a place's reputation can be used as a unifier to market a 'bundle of local goods and services'. We use the provenance associations of a place's overall image as the core of umbrella branding.

The study intended to develop a conceptual framework on place image or place brand image (PI) with reference to its inter-relations with country-of-origin effects (here being product-country-image - PCI), tourism destination image (TDI), regional identity (RI) and public diplomacy (PD). This model is believed to be adaptable for any place image as its constituents can be added or deleted to suit the context specificity of the place. At the heart of the framework lies place image that acts as link between the four perspectives of place branding. PCI and TDI impact one another where PI acts as a mediating variable. Similarly, in the inter-relationships between TDI and RI and TDI and PD, PI acts as mediator. The framework suggests that PCI, RI and PD have no apparent direct relationships between them.

Keywords: place image, product country image (PCI), tourism destination image (TDI), regional identity, public diplomacy

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19.	Sugandh Shoppe: A Small Entrepreneur's Forward Integration Strategy *Anil Kshatriya*	240
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ENTP-1-0015

BLIPPAR – THE FUTURE OF AUGMENTED REALITY

Achyut Telang
Doctoral Research Scholar, IBS Hyderabad

"It's not important to be smart. It's about building relationships around you. It goes a long way in life if you actually truly care about your immediate environment and people who care about what you do."[1]

Ambarish Mitra, CEO and co-founder of Blippar on his success as an entrepreneur

Ambarish Mitra (Mitra), co-founded an augmented-reality advertising company called Blippar. As of 2015, it was a billion-dollar company, he had his photograph taken with the British royal family and his latest phone was personally delivered by Hugo Barra, Xiaomi's vice president.

However it wasn't smooth sailing from the start. Mitra moved to London from India, he had a couple of startups which didn't succeed and he was almost bankrupt after the financial crisis in 2008. He chanced upon an idea as a joke and later converted it into Blippar. It was the case of grabbing the opportunity at the right time as Augmented Reality browsers had started becoming popular around that time in 2011. The smartphone

[1] Tania Rahman, "CEO of Blippar Ambarish Mitra's Rags to 'Rishes' Story", www.browngirlmagazine.com, November 18th 2015

The case study is intended to be used as the basis for classroom discussion rather than to illustrate either effective or ineffective handling of a management situation. It was compiled from published sources.

echnology had advanced and the
well as the increased investments
through partnerships with major adv
brands started experimenting wit
companies like Blippar for increas
became one of the few British tech

Blippar was at a juncture where offe
whether to sell out to giants like G
Experts felt that Augmented Real
everyday life of people. There als
and people using their product as
stores. Further, the act of aggressive
move by the AR browsers because

However, Mitra and others at Blip
AR was still in the early stages, fu
AR would be one of the fastest-gr
They had ambitious plans like "vi
would mean making all objects in t
task considering there were billio
that with the right acquisitions, t
own without selling out.

Background

Mitra grew up in a typical India
over wealth. His mother was a he
sister too had similar interests an
who found a way to reuse coal slu
son should follow his footsteps a
magazines like Forbes and Busin
by the internet. He had business
that his father gave him were on

After the rise of the internet, he
Ahead" and "Business the Bill G
his study table. The attraction
wanted him to become an engine
was a rebel. "My parents wante
became so hectic that one day, I
Delhi", said Mitra.[2]

[2] Biz Carson, "How one CEO wen
dollar company", www.businessi

Editors
Dr. Vinita Sahay
Dr. P R S Sarma

INDIAN MANAGEMENT CASES

ET CASES
ENABLING DECISIONS
TIMES OF INDIA GROUP

IMT Case Journal, ISSN NO : 2229 - 6743 Vol : 7, No : 2, Jan 2017 - June 2017

A CASE STUDY ON HINDALCO'S 'EVER LAST' ALUMINIUM ROOFING SHEETS COMMUNICATION STRATEGY

Mohandas J Menon[1], Mahesh Kumar Soma[2] and Aviral Kumar Tiwari[3]

[1,2,3] Faculty of Management, IBS Hyderabad, India

Key Words :
Communication Strategy, branding, brand recall, Influencers, Marketing Plan

Subject Area:
Marketing- Integrated Marketing Communication Strategy (IMC)

Abstract :
Globalization has brought in tremendous changes in the manner in which companies/ marketers communicate with their customers. The communication landscape has undergone a metamorphosis in recent years. Marketing and promotion have become totally customer-driven and hence, it has become a challenge to the marketers to plan communication strategy in such a way to establish a perfect connect with the customer. It is an established fact in marketing, that people always prefer a 'connection' to 'information'. A company might present a wealth of information to the customer about the company and its products. However, the customer makes a buying decision only by getting the 'connection' ie. Feeling connected with the product/brand. The point of focus is "how an Integrated Marketing Communication (IMC) strategy should be designed to ensure strong brand equity for a product". The case focuses on the challenges faced by a Marketer of Aluminium roofing sheets to ensure strong brand equity by designing an appropriate Integrated Marketing Communication (IMC) strategy.

INTRODUCTION

Mr. KedarRele, Head, Market Development Cell, Hindalco Industries Ltd-a subsidiary of the Aditya Birla Group & an industry leader in Aluminium and copper -was in a contemplative mood looking at the sunset from his cabin situated at the corporate office, Mumbai, after presenting the marketing plan to his team. He was preoccupied with the thought of making "Everlast Aluminium Roofing Sheets" a national brand with a pan-India presence and the challenges to be faced.

The selective launch of 'Everlast Roofing sheets' in the three states (Kerala, West Bengal & Himachal Pradesh) received a mixed response. He was looking at developing communication strategies for the end users & key influencers. He was aware of the fact that a brand has to achieve 'top of the mind recall' to emerge as a leading brand. The brand awareness among end users and key influencers should be high. He opined that understanding the perception of the target audience is important to develop Integrated Marketing Communication (IMC) strategy for successful sales of Everlast roofing sheets across the states in India.

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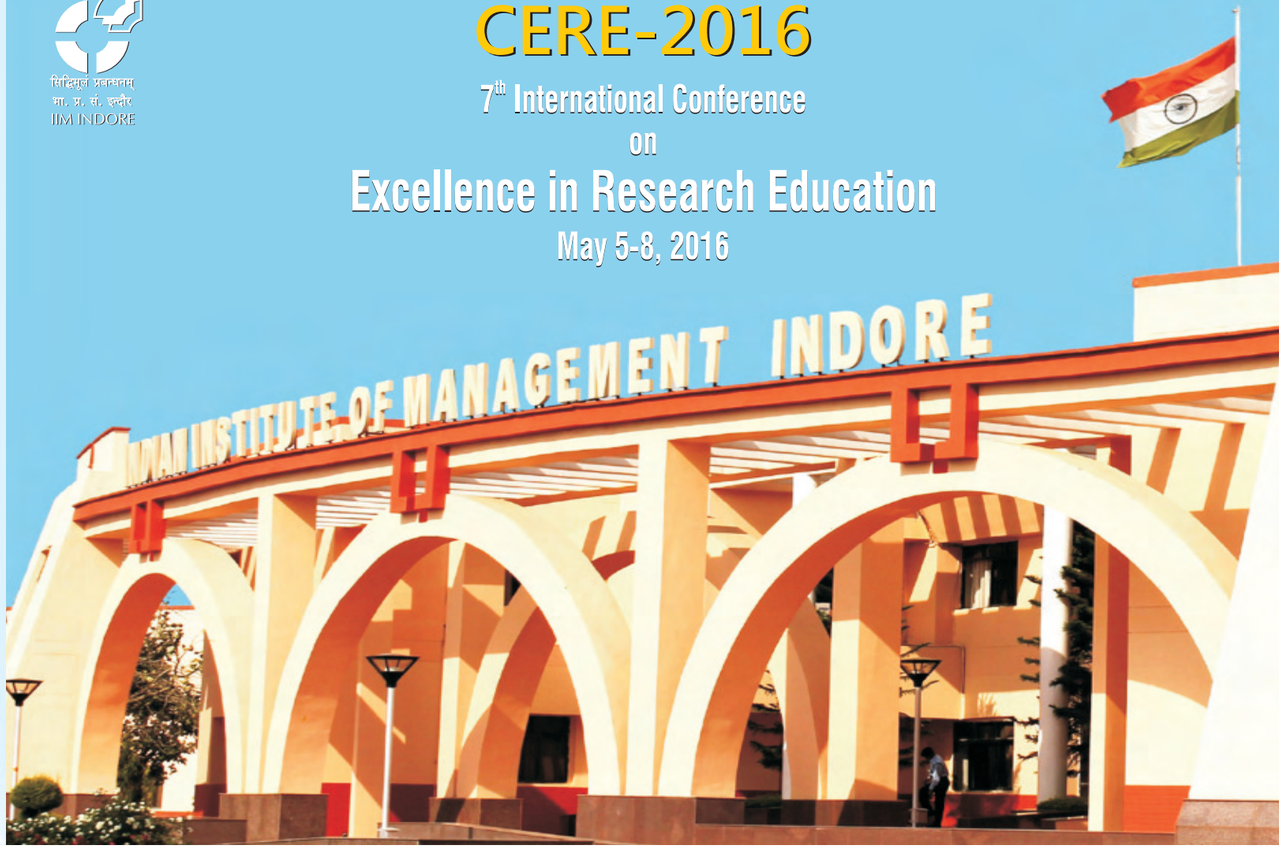
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CERE-2016

7th International Conference
on
Excellence in Research Education

May 5-8, 2016



7th International Conference on Excellence in Research and Education (CERE-2016)
5th to 8th May, 2016 at Indian Institute of Management (IIM) Indore

Day 1: Thursday, 5th May 2016

Inaugural Session — **02:00 pm to 3:30 pm**

Key Note Address by Prof. Sougata Ray (Professor -Strategic Management - IIM Calcutta) Venue : Old Auditorium

TECHNICAL SESSION 1 (A): DAY-1 — **04:00 pm to 05:30 pm** — **Venue: D-101**

TRACK 01 (Strategy) Session Chair: Prof. Manish Popli Student Aide: Santosh Kumar Tiwari

AUTHOR(S)	TITLE OF PAPER
S. P. Rath, Rohana P. Mahaliyanaarachchi & Ranjita Rath	Retrospection Of Kinship Between Kalinga (Odisha) & Sri Lanka For Long-Term Strategy In International Business
Mounica Jakkam, Lakhan Panwar & Ekroop Singh	Innovative Strategy Formulation In Management In Global Market
P Shivram Dhillon & P Padmavathy Dhillon	Trust Issues In Strategic Alliances - A Literature Review
Manoj Motiani & Deepak Ranjan	Risk Mitigation Strategy: A Literature Review

TECHNICAL SESSION 1 (B): DAY-1 — **04:00 pm to 05:30 pm** — **Venue: D-103**

TRACK 02 (Economics) Session Chair: Prof. Ajay Sharma Student Aide: Nitya Saxena

AUTHOR(S)	TITLE OF PAPER
Rajni Bala & Sandeep Singh	Panel Data Modelling And The Revenue-Expenditure Nexus In Punjab State of India
Satyanarayana Rentala, Varun Mahajan,	Institutional Reforms And Export Efficiency of Indian Pharmaceutical Industry – A Comparative Analysis
Phani Kumar Vutukuri & Prabhakar Nandru	Transitory-Trips And Post-Trips Periods
Ruby Singh & Amit Gautam	Micro-Insurance In India As An Investment Tool
Senthilkumar Kandhasamy	A Study On Nexus Between Credit Risk Of Nationalised Banks In India and Macroeconomic Factors – An Econometric Perspective
Priyanka Yadav & Anil K. Sharma	Financial Inclusion For Sustainable Development Of Agriculture –A State-Level Analysis of Outreach and Usage of Financial Services
Anita Kumari & A. K Sharma	Electricity Consumption And GDP Of India: Causality Analysis

TECHNICAL SESSION 1 (C): DAY-1 — **04:00 pm to 05:30 pm** — **Venue: E-101**

TRACK 03 (OB & HRM) Session Chair: Pawan Kumar Singh Student Aide: Roshni Das

AUTHOR(S)	TITLE OF PAPER
Seetha Pachchhapur	Talent Management Policies, Practices And Processes In Indian Organisations: An Exploratory Study
Rajwinder Kaur & Sameer S Pingle	Talent Acquisition Practices In It Companies In Ahmedabad, Gujarat (India)
Neeraj Kumar Jaiswal & Rajib Lochan Dhar	A Multilevel Model To Fostering Innovative Behavior: Effects Of Servant Leadership, Climate And Thriving
Kshamta Sharma	Interaction Of Negative And Positive Affect Causing Pro-Environmental Behavior: Role Of Servant Leadership
Saleh Ahmed Mozumder & Ramlal Porika	"Review Paper On Industrial Relations With Reference To Indian Organizational Perspective"
Sovanjeet Mishra & S Pavan Kumar	Impact Of Psychological Contract, Work Culture And Workforce Diversity On Turnover Intention In Indian Insurance Industry

TECHNICAL SESSION 1 (D): DAY-1 — **04:00 pm to 05:30 pm** — **Venue: E-103**

TRACK 04 (Marketing) Session Chair: Koushik Guha Thakurta Student Aide: Prasanjit Chakrabarti

AUTHOR(S)	TITLE OF PAPER
Hari Sundar, Sudharani Ravindran & Jithin Benedict	Study On Intention Of Youth Towards Use Of Social Networking Sites A Strategic Study With Reference To The New Gens
Upasana Kanchan, Naveen Kumar & Abhishek Gupta	Key Drivers Influencing Online Purchase Behaviour Of Indian Customers- A Factor Analysis Approach
Suman Kumari & Usha Arora	A Study On Difference In Customer Perception Towards Online Promotional Tools Across Gender
Varsha Jain, Kriti Bharadwaj, Amrita Bansal & Vivek S. Nataranjan	Discovering The Role Of Social Media In Gendering Products: Case Of Women In 'Bikerni Community' In India
Aarushi Gupta & Pooja G. Luniya	A Step Towards Digital India: Internet Banking Services Influencing Customer Satisfaction
Sweta Singh , Yogesh Singh, Manish Singh & Priyanka Choudhar	Social Media Marketing: Creating Extraordinary Communication Channel

TECHNICAL SESSION 1 (E): DAY-1 — **04:00 pm to 05:30 pm** — **Venue: D-201**

TRACK 05 (Finance) Session Chair: Koushik Guha Thakurta Student Aide: Prasenjit Chakrabarti

AUTHOR(S)	TITLE OF PAPER
Gangineni Dhanaiah & Ramineni Sivarama Prasad	Technology Trends In Indian Stock Exchanges: A Study of Mode of Trading At NSE
Smita Datta & Anindita Chakroborty	A Comparative Study Of Fama-French Three Factor Model In Respect To Indian Financial Services Sector & Automobile Sector
Narender Miryala	Performance Of Under-priced IPOs In India- A Study on Impact of Select Variables
Tanuj Nandan & Nivedita Srivastava	Optimal Portfolio Construction By Using Sharpe's Single Index Model: An Empirical Study on CNX Nifty 50 Stocks
Mohammad Irfan & Sunita Tanwar	The Co-integration of Islamic Stock Indices and Macroeconomic Variables
Ankita Sajjan	An Empirical Analysis of The Stock Market Development and Economic Growth of India

TECHNICAL SESSION 1 (F): DAY-1 | 04:00 pm to 05:30 pm | Venue: D-203

TRACK -06 (Pedagogy in Management Studies) Session Chair: Prof Swatantra Student Aide: Rihana Shaik

AUTHOR(S)	TITLE OF PAPER
Kaushal Bhatt	A Study On Perception Of Management Faculties On Implementation Of Active Learning Methodology For A Course On Country Study At Gujarat Technological University (GTU): An Exploratory Factor Analysis Approach
Parvathi Jayaprakash & Anindita Paul	Exploring The Factors Influencing Information Seeking Behaviour And The Role Of Social Media In A Doctoral Community Of A B-School
Harismita Trivedi, Reena Shah & Maulik Bhatt	Enhancing The Employability Of MBA Students: Exploring The Potential Of Self-Appraisal As A Learning Tool
Sangeeta Sahni Kohli, Ritu Bhattacharyya & Kamalesh Kohli	ICT Based Knowledge Construction In Higher Education – A Catalyst For Inclusive And Sustained Growth
Ekta Sharma & Ruchi Tewari	Teaching Sustainability Through Traditional Wisdom
Kavitha P & Priyesh V P	Effect Of Task Characteristics On Academic Self-Efficacy; A Study Among Indian Management Students

TECHNICAL SESSION 1 (G): DAY-1 | 04:00 pm to 05:30 pm | Venue: E-201

TRACK 07 (Entrepreneurship) Session Chair: Prof. Kamal Sharma Student Aide: Swati Ghulyani

AUTHOR(S)	TITLE OF PAPER
S. P. Rath	Self Help Group (S.H.G.) Marketing & Human Capital Enhancement In Rural Tourism Employment Generation Of Indian Sites- Applied Model Of Ellora Caves
Neetu Singh	Emerging Disruptive Innovation In Higher Education-A Study On Online Education Arena
Deepika Chandra Verma & Runa Sarkar	Role Of Institutions In The Adoption Of Potential Felicitous Eco-Innovations
R Venkatajalapathy & G Shanmugasundaram	The Factors That Determine The Quality Standard In Growing Msmes - A Binary Logistic Regression Approach
Chandan Medatwal	A Retreat To Entrepreneurial Process To Collectivistic Approach: Development Optimism In India

TECHNICAL SESSION 1 (H): DAY-1 | 04:00 pm to 05:30 pm | Venue: E-203

TRACK 08 (Logistics and Supply Chain Management) Session Chair: Prof. Sanjay Choudari Student Aide: Tuhin Sengupta

AUTHOR(S)	TITLE OF PAPER
Tanuja Kaushik, Monica Bhardwaj &Uma Nagarajan	Optimization Modelling For Steel Manufacturing Company
P. Baba Gnanakumar	Supply Chain Optimisation For Reducing Generic Drug Stock -Outs In India
Mani V & Rajat Agrawal	Social Sustainability and Supply Chain Performance: An Empirical Investigation Into Indian Manufacturing Industry
Rabi Narayan Padhi & Rashmita Padhi	Way Forward Emerging Role Of Supply Chain Professional In Make In India
Manisha Sharma	Role Of Green Supply Chain Practices In Improving Supply Chain Performance In Indian Automobile Industry
Riasudeen S. & Dhruv Dutta	Point And Line Theory In Management

Tea Break 5:30 pm to 6:00 pm

TECHNICAL SESSION 2 (A): DAY-1 | 06:00 pm to 07:30 pm | Venue: D-101

TRACK 01 (Marketing) Session Chair: Prof. Bipul Kumar Student Aide: Jyoti Pandey

AUTHOR(S)	TITLE OF PAPER
Geetika Varshneya & Gopal Das	Experiential Value: A Retrospective Methodological Review
Manish Das	Acculturation To The Global Consumer Culture, Consumer Ethnocentrism And Food Consumption Habits: An Investigation Of Rural Indian Consumers' With Focus To Tripura
Soumik Das & Dibyendu Chattaraj	A Study On Values And Factors In Buying Behaviour Of Young Male Consumers Toward Branded Apparel: An Exploratory Study In Kolkata Metropolis
Pooja G. Luniya, Sushil Punwatkar & Dr. Manoj Verghese	An Empirical Study Of Store Environment And Consumer's Shopping Experience
Mahendar Goli	Customer Purchase Intention Of Solar Water Heaters: An Empirical Study

TECHNICAL SESSION 2 (B): DAY-1 | 06:00 pm to 07:30 pm | Venue: D-103

TRACK 02 (OB & HRM) Session Chair: Prof. S K Ghosh Student Aide: Sonakshi Gupta

AUTHOR(S)	TITLE OF PAPER
Subhash C. Kundu & Neha Gahlawat	Progressive Human Resource Management And Firm Performance: Empirical Evidence From Indian Context
Sumathi G N, Rameshwar Shivadas Ture & Gee Varghese	Work And Non-Work Interference And Enhancement Of Public Sector Employees: Role Of Perceived Organizational Support And Human Resource Practices
Agrata Pandey, Rima Mondal, Nivisha Singh & Peeyush Pandey	Impact Of Human Resource Outsourcing On Organisational Learning
Ram Shankar Uraon	Causal Relationship Between Human Resource Development And Organizational Performance: Testing A Hierarchical Model Using PLS Path Modelling
Deepak Bangwal	Green HRM– A Need Of Modern Era
Agrata Pandey	A Qualitative Study Of Various HR Related Issues Of Contract Employees

TECHNICAL SESSION 2 (C): DAY-1 | 06:00 pm to 07:30 pm | Venue: E-101

TRACK 03 (Finance) Session Chair: Prof. Radha Mukesh Ladkani Student Aide: Brijesh Kumar Mishra

AUTHOR(S)	TITLE OF PAPER
Amlan Ghosh & Shrutikeerti Kaushal	Banking, Insurance And Economic Growth: An Analysis Of Causal Relationship In The Post Liberalized India
Sulagna Das	Comparative Analysis Between Paschim Banga Gramin Bank And Bangiya Gramin Vikash Bank Based On Financial Performance And Service Quality Performance
Nitya Nand Tripathi, Naseem Ahamed & Manish Gupta	Financial Soundness Of Banks In India: An Examination Using CAMEL Parameters
Neha Roy, T Vishwanathan & Vyshnavi Pushpa	Does Merger And Acquisition Hold Good For Indian Private Sector Banks?
Anamika Singh & Anil Kumar Sharma	An Empirical Study On Comparative Analysis Of Liquidity Trend Of The Indian Banks
Vanikijoshi Lohani & Preetesh Raghuwanshi	Analysis Of EVA For SBI And HDFC With The Impact Assessment Of WACC And Dividend Over Share Holder Value Creation

TECHNICAL SESSION 2 (D): DAY-1 | 06:00 pm to 07:30 pm | Venue: E-201

TRACK 04 (Strategy) Session Chair: Prof. Srinivas Gunta Student Aide: Vaishali Garg

AUTHOR(S)	TITLE OF PAPER
Aparna Bhatia & Anu Thakur	Nature And Extent Of Diversification In The Indian Corporate Sector: An Industry Analysis
Harshal Sawant	An Internal Analysis Of HCL Technologies – A Resource Based View
Suryaprakash Guda & Dolly Tiwari	A New Approach In Decision Making Process During Crisis - The Bhagavad Gita Way
Kshamta Sharma	Examining Ecological Embeddedness – Ecological Sense Making Link From OT Perspectives

TECHNICAL SESSION 2 (E): DAY-1 | 06:00 pm to 07:30 pm | Venue: D-201

TRACK 05 (Marketing) Session Chair: Prof. Abhishek Mishra Student Aide: Archit Vinod Tapar

AUTHOR(S)	TITLE OF PAPER
Imran Khan, Mobin Fatma & Zillur Rahman	E-Tail Brand Experience And Brand Loyalty: The Mediating Role Of Brand Relationship Variables
Shailja Bhakar, Abhay Dubey & Shilpa Bhakar	The Effect Of Brand Credibility And Brand Prestige On Consumer's Purchase Intention
Ramakrishnan Venkatesakumar Speaker,	Impact Of Consumer Knowledge And Involvement On Perception Towards Private Label Brands Versus
Sundar Srinivasan & Anuradha Venkatraman	National Brands: An Experimental Approach
Balamurugan A & Debasis Pradhan	Conceptual Mapping Of Sensory Cues With Brand Association
Mukta Srivastava	Study Of Determinants Of Brand Loyalty Considering Brand Trust As Mediating Variable For Make-Up Cosmetics Using Structural Equation Modelling

TECHNICAL SESSION 2 (F): DAY-1 | 06:00 pm to 07:30 pm | Venue: D-203

TRACK 06 (Ethics) Session Chair: Prof. Venkat Raman Student Aide: Khadija Ali Vakeel

AUTHOR(S)	TITLE OF PAPER
Jaideep Ghosh, Avinash Kshitij & Amitava Dutta	Board Interlocks And Company Performance: Evidence From India
Hemanti Richa & Suhel Ahmad	Crop Insurance As A Tool For Inclusive Growth: A Conceptual Model
Gurcharan Singh & Suresh Kumar	Relationship Of Corporate Social Responsibility And Corporate Financial Performance: A Study Of Manufacturing Companies
Ashok Matani Matani	Industrial Waste Utilization As Resources Inventory Towards Green Manufacturing
Rohit Kanda	Global Business Ethics: A Review On Ethical Business Practices Followed Worldwide With A Special Emphasis On India

TECHNICAL SESSION 2 (G): DAY-1 | 06:00 pm to 07:30 pm | Venue: E-201

TRACK 07 (Finance) Session Chair: Prof. Kiran Kumar Student Aide: Brijesh Kumar Mishra

AUTHOR(S)	TITLE OF PAPER
Saif Siddiqui & Safika Praveen Sheikh	Impact Of Information Transmission On Conditional Volatility And Diversification Opportunity: Global Shariah Vs. Conventional Indicesa
Harpreet Mehton & Sharanjit Singh	The Relationship Between External Debt And Economic Growth In India: An Empirical Analysis
T Viswanathan	A Study On Price Forecasting, Co-Integration and Volatility Spill Over Of Pepper In The Spot & Futures Market
Shariq Ahmad Bhat & Dr G. Shanmugasundaram	Relationship Of Government Bond Market With Interest Rate & Exchange Rate: Evidence From Brics Countries
Himani Arya & Dinesh Sharma	Can Implied Volatility Skew Act As A Predictor To Outperform The Market Returns?
Shromona Ganguly & Arnab Adhikari	Micro-Finance In India: A State-Level Analysis On Impact Assessment
Abhay Raja	Index Price Earnings Ratio: A Study Of Investment Opportunities For Index Portfolio Of Nifty 50Abhay RajaIndex Price Earnings Ratio: A Study Of Investment Opportunities For Index Portfolio Of Nifty 50

TECHNICAL SESSION 2 (H): DAY-1 | 06:00 pm to 07:30 pm | Venue: E-203

TRACK 08 (Information Systems in Management) Session Chair: Prof. Rajhans Misra Student Aide: Kapil Kaushik

AUTHOR(S)	TITLE OF PAPER
Sukanya Kundu	Mobile Banking Usage Intentions – A Comparative Study Of Public And Private Sector Banks In India
Brijesh Sivathanu	Brown Money-An Empirical Study Of Consumer Purchase Intention Model In C2c E-Commerce
G. P. Sahu & Monika Singh	Determinants Of Consumer's Behaviour Intents To Adopt "IRCTC Connect" Mobile Application
Srihari M	A Framework For Managing University Patent Data
Shabana C	An Integrated Framework For Market Information Characteristics Based On System Value-Visibility

Dinner 8:30 pm to 10:00 pm

Day 2: Friday, 6th May 2016

TECHNICAL SESSION 3 (A): DAY-2 | 09:30 am to 11:00 am | Venue: D-101

TRACK 01 (Economics) Session Chair: Prof. Karthikeya Naraparaju Student Aide: Anirban Sengupta

AUTHOR(S)	TITLE OF PAPER
Raushan Kumar	Price Discovery In Some Agricultural Commodity Markets In India
Geetanjali Diwani & Surabhi Mukherjee Chakravarty	Nexus Between Population Growth, Income, Output And Employment: Econometric Evidence From India
Pramesh Chettri & Pintu Prasad Jaiswal	Indo-China Cross Border Trade Via Nathu La: Problems And Prospects
Rupinder Kaur	Emergence Of India In South Asian Regions As A Key Area Of New Individual Power With Respect To Make In India and SAARC

TECHNICAL SESSION 3 (B): DAY-2 | 09:30 am to 11:00 am | Venue: D-103

TRACK 02 (Marketing) Session Chair: Prof. Abhishek Mishra Student Aide: Jyoti Pandey

AUTHOR(S)	TITLE OF PAPER
Alok Acharya & Zillur Rahman	An Examination Of Tourist Destination Loyalty Literature
Nidhi Gupta & Nazia Sultana	Store Choice, Loyalty And Patronage Behaviour Of Hyper Market Shoppers- A Study Of Select Determinants
Sunpreet Sahni & Yukti Ahuja	Exploring The Dimensions Pertaining To The Budding Tweens Segment
Siddhartha Saxena, Deepa Chaudhary & Sanjana Srivastava	Understanding Employer Branding Framework Based On Indian Case Studies
Siddhartha Saxena, Amrita Bihani & Sasmita Dash	Organization Culture As An Antecedent Of Employer Branding In Pharmaceutical Sector
Subhro Sarkar, Madhu Mitha & Nirmalya Bandyopadhyay	Linkages Between Price Fairness, Satisfaction, Affective Commitment And Customer Loyalty: A Study Of Apparel Retail Stores

TECHNICAL SESSION 3 (C): DAY-2 | 09:30 am to 11:00 am | Venue: E-101

TRACK 03 (Ethics) Session Chair: Prof. Biswanath Swain Student Aide: Sonakshi Gupta

AUTHOR(S)	TITLE OF PAPER
Roshni Das	Addressing Sustainability In Third World Tourism: A Marketing System Perspective
Ekta Sharma & Madhuri Jha	Stakeholder Engagement Matrix And Audit To Strengthen Corporate Social Responsibility
Chandan Medatwal	Being Ethical: Exploring Ethical Practices In Indian Business Hubs
Aruna B, Madhumathi R & Ganesh Mp	Performance Evaluation Models: A STUDY OF INDIAN MICROFINANCE CONTEXT
Deepak Sundrani	Taking Gullible Customers For A Ride: A Case Study Of Collaboration Of ICICI Bank & ICICI Prudential Life Insurance
Md Sikandar Azam & M Banumathi	Adopting Organic Farming As An Ethical Practice In Agriculture: Opportunities & Obstacles

TECHNICAL SESSION 3 (D): DAY-2 | 09:30 am to 11:00 am | Venue: E-103

TRACK 04 (Logistics & Supply Chain Management) Session Chair: Prof. Sanjay Choudhari Student Aide: Sudipendra Nath Roy

AUTHOR(S)	TITLE OF PAPER
Manisha Sharma and Renu Paisal	Role of Stakeholders In Implementing Green Supply Management Practices In Indian Automobile Industry
Peeyush Pandey	Study Of Cooperative Games In The Field Of Supply Chain Management- A Review Of Literature
Arnab Adhikari, Arnab Bisi & Balram Avittathur	Designing A Coordinated Fashion Apparel Supply Chain: A Specially Designed Contract Approach
Avishek Guin, Jayshree Bhattacharya, Shubhajit Pal & Aritra Guin	Ranking Of Supplier Using Different MCDM Methods Used For Supplier Selection
Masoom Suchdeo & Harshal Lowalekar	Application Of TOC Thinking Processes In Catering Services: A Case Study
Manish Sarkhel & Soumyajyoti Datta	The Paradox Of Construction Industry In India-A Logical Thinking Process Approach
Sandeep Sharda & Sanjeev Mishra	Companywide-Spare Parts Stock Control Management- An Inventory Cost Reduction Technique-Specific To Downstream Of Petroleum Plants

TECHNICAL SESSION 3 (E): DAY-2 | 09:30 am to 11:00 am | Venue: D-201

TRACK 05 (Marketing) Session Chair: Prof. Bipul Kumar Student Aide: Baljeet Singh Sani

AUTHOR(S)	TITLE OF PAPER
Prabhat Kumar Singh Kushwah, Abhishek Sharma & Pragati Bhargava	Effect Of Service Quality, Service Value And Customer Satisfaction On Consumer Behavioral Intentions In Restaurants Of Gwalior Region
Anitha Acharya & Manish Gupta	Indian Management Institutes: Linking Risk Taking, Creativity, Innovativeness & Performance In Service Delivery
Deepjyoti Choudhury & Dibyojyoti Bhattacharjee	Effect Of Satisfaction On Word Of Mouth Among Electronic Banking Users: A Study On Salaried Employees
Hardeep Singh & Monica Khanna	Identifying Consumer Segments For Healthy Food Choices Based On Self Efficacy
Sasmita Dash & Debasis Pradhan	Sustainable Consumption Behaviour In Pursuit Of Happiness In Emerging Markets; Investing Roles Of Personality And Individual Concern
Chirag Malik & Neeraj Singhal	Consumer Environmental Attitude & Willingness To Buy Environmentally Friendly Products: An SEM Approach

TECHNICAL SESSION 3 (F): DAY-2 | 09:30 am to 11:00 am | Venue: D-203

TRACK 06 (OB & HRM) Session Chair: Prof. Amitabh Deo Kodwani Student Aide: Devyani Singh Maurya

AUTHOR(S)	TITLE OF PAPER
Kiran Negi	Workplace Empowerment, Perceived Organizational Support And Its Impact On Organizational Citizenship Behaviour: A Study On Govt. Health Workers In Hill Areas Of Uttarakhand
Anitha Thomas & Nirlesh Kothari	Employee Engagement Versus Organization Citizenship Behavior
Hemaprabha Purohit	A Succinct Portrayal Of Organisational Effectiveness
Kalpana Srinivasan	Manager- Super Manager Dyad: The Outcome On Organizational Effectiveness
Jitendra Mohanty & Urvashi Thakur	Recruitment Source Effectiveness And Utilisation: A Study To Understand The Interaction Of Applicant's Dis Confirmation Sensitivity And Gender With Source Information Quality And Its Effect On Intention To Apply
P Shivram Dhillon & P Padmavathy Dhillon	Team Effectiveness Of Virtual Teams

TECHNICAL SESSION 3 (G): DAY-2 | 09:30 am to 11:00 am | Venue: E-201

TRACK 07 (Finance) Session Chair: Porf. Kiran Kumar Student Aide: Abhay Pant

AUTHOR(S)	TITLE OF PAPER
Ahana Bose & Shromona Ganguly	What Determines "Financializing"? : An Investigation Into The Indian Manufacturing Sector
Nufazil Altaf & Farooq Ahmad Shah	Examining The Non-Linear Dynamics Of Financial Slack And Firm Performance: Evidences From Indian Manufacturing Companies
A.A Ansari & Arshi Barin	Integrated Reporting Practices In Select Indian Petroleum Companies: An Analysis
Saleem Shaik, Srinivasa Reddy M & Masrath Syed	Profitability Differences In Indian Manufacturing: An Inter-Industry Analysis
Santosh Kumar Yadav, D. T. Manwani & Garima Tiwari	Financial Performance Ranking Of Oil And Gas Companies In India With TOPSIS Method
Punita Rajpurohit	An Econometric Analysis Of BIFR Companies: Prediction Of Group Membership

TECHNICAL SESSION 3 (H): DAY-2 | 09:30 am to 11:00 am | Venue: E-203

TRACK 08 (Pedagogy in Management Studies) Session Chair: Prof K K Jain Student Aide: Rihana Shaik

AUTHOR(S)	TITLE OF PAPER
Jaydeep Mukherjee	Using New Case Studies For Evaluation Of Marketing Student's Academic Performance
Gurcharan Singh & Shaminder Kaur	Pedagogy Of Management Education In B-Schools Of North India: A Study Of Factor Analysis Approach
Kalpana Srinivasan, Shabana C & Balamurugan A	A Case For Case Study Pedagogy
Vaishali Rahate & Parvin Shaikh	Case Based Teaching/Learning: A Key To Successful Management Education In The Competitive Arena
Mamta Sharma	Liberal Art & Blended Learning: An Innovative Approach In Higher Education (Apeejay Stya University-A Case Study)

Tea Break | 11:00 am to 11:30 am

TECHNICAL SESSION 4 (A): DAY-2 | 11:30 am to 01:00 pm | Venue: D-101

TRACK 01 (Marketing) Session Chair: Prof. Aditya Billore Student Aide: Priyvrat Sanyal

AUTHOR(S)	TITLE OF PAPER
Jasveen Kaur & Baljit Kaur	Assessing Relationship Between Competitive Advantage & Performance Of E-CRM In The Indian Banking Industry
Raj Kishore Sahu & Sachala Sahu	Digital Marketing -A Study In Rural India
Ritu Bhattacharyya & Mr. Sameer Kulkarni	New Payment Modes: A Study On Mobile Wallets (M-Wallets): A Demographical And Incident Study
Sunitha Ratnakaram	Strengthening Relationship Of Co-Creation And Consumer Loyalty In Social Media Milieu
Pooja Jain	Impact Of Mobile Adoption In Agriculture In Rural Market
Pradip Sadarangani	Extension Of The Technology Acceptance Model
Nidhi Phutela	Mobile Wallets In India: A Framework For Consumer Adoption

TECHNICAL SESSION 4 (B): DAY-2 | 11:30 am to 01:00 pm | Venue: D-103

TRACK 02 (Strategy) Session Chair: Prof. Kamal Sharma Student Aide: Abhay Pant

AUTHOR(S)	TITLE OF PAPER
Harpreet Singh Bedi	How Does Risk Taking Propensity Affect Business Performance?
Aaliyah Siddiqui & Mujahid Siddiqui	Developing A Framework Of Building Entrepreneurial Ecosystem In Professional Educational Institutions
Venkata Ramana Rao & Lohith Kumar	Adoption Of Mobile Wallets Among College Students In Twin Cities Of Telangana: An Empirical Study
Chetan Dubey & Deepak Chacharkar	Potential Business Model For Cord Blood Banking Industry
Navita Mahajan	Vision Mission And Alignment With The Strategies: Case Study On FMCG Sector
Mounica Jakkam	Innovative Strategy Formulation In Management In Global Market

TECHNICAL SESSION 4 (C): DAY-2 | 11:30 am to 01:00 pm | Venue: D-101

TRACK 03 (Finance) Session Chair: Radha Mukesh Ladkani (C) Student Aide: Nilesh Asnani

AUTHOR(S)	TITLE OF PAPER
Santanu Das	Do Accruals, Cash And Decomposed Leverage Have Any Information About Future Profitability? Some Evidence From India
Jaideep Ghosh & Avinash Kshitij	An Investigation Of Stability Structures Of Capital Investments In An Interlock Network Of Firms: A Dynamical Perspective
Auro Kumar Sahoo, Dukhabandhu Sahoo & Naresh Sahu	Productivity Growth Decomposition In Indian Non-Metallic Mining: An Empirical Analysis
Y. Satguru Roshan	Theories Of Foreign Direct Investment- A Comparative Analysis

TECHNICAL SESSION 4 (D): DAY-2 | 11:30 am to 01:00 pm | Venue: E-103

TRACK 04 (Information Systems in Management) Session Chair: Prof. Sanjog Ray Student Aide: Khadija Ali Vakeel

AUTHOR(S)	TITLE OF PAPER
Vikas Kanake & Rahul Chougule	Application Of Artificial Neural Network For Production Forecasting- A Case Study
Rajat Malviya & Palak Kalani	Insights On Different Network Topology
Girish S Pathy & Hareesh N Ramanathan	The Future Of Gold Monetization In India : A Study On The Estimation Of Probable Impact Of Monetization On Gold Demand In India And Balance Of Payment Of Major Gold Exporting Countrie

TECHNICAL SESSION 4 (E): DAY-2 | 11:30 am to 01:00 pm | Venue: D-201

TRACK 05 (Entrepreneurship) Session Chair: Prof. D. L Sunder Student Aide: Tuhin Sengupta

AUTHOR(S)	TITLE OF PAPER
Kanwarvir Khaira & Gurcharan Singh	The Role Of Entrepreneurship In Economic Growth
Sulphey M.M. &Dr Jnaneswar K	The Relationship Of Demographics On Entrepreneurial Orientation: A Study Among University Students
Arijita Dutta & Sharmistha Banerjee	Does Microfinance Impede Entrepreneurial Initiatives? Evidence From Bangladesh
Vishal Vyas, Priyanka Jain, Ankur Roy & Sonika Raitani	Determinants Of Financial Performance Of SME In Rajasthan State: An Ahp Approach
Harpreet Singh Bedi	Firm Level Innovativeness: Antecedents And Consequences

TECHNICAL SESSION 4 (F): DAY-2 | 11:30 am to 01:00 pm | Venue: D-203

TRACK 06 (OB & HRM) Session Chair: Prof. Nobin Thomas Student Aide: Manish Sarkhel

AUTHOR(S)	TITLE OF PAPER
Amita Shivhare & Manish Singhal	Pay Strategy: Resolving The Tension Between Institutional Conformity And Organizational Differentiation
Mahaboob Syed Shaik & Balaji Prasad Peddapati	Study Of Employee Welfare Measures In A.P.S.R.T.C - Tirupathi Region
Muthukumar K., Riasudeen S. & Dhruv Dutta	Impact Of Psychological Capital On Innovative Work Behavior And Job Performance: A Study Among The Indian Scientists
Sarfaraz Ansari, Minal Uprety & Sonam Mathur	A Study On Factors Affecting The Labor Turnover Rate With Reference To Manufacturing Sector In Indore
Snehal Rajput; Ranvir Singh & Ankush Giri Goswami	Testing Mediating Effect Of Switching Cost On Customer Satisfaction And Customer Retention: : A Study On Analogous Perception Of Female And Male In Mediclaim Insurance Service
Jayalaxmi Samal & Malavika Pattnaik	Gender Difference In Educational Attitude And Aspiration: A Study On High School Students Of Bhubaneswar, Odisha

TECHNICAL SESSION 4 (G): DAY-2 | 11:30 am to 01:00 pm | Venue: E-201

TRACK 07 (OB&HRM) Session Chair: Prof. Amitabh Deo Kodwani Student Aide: Soumyajyoti Datta

AUTHOR(S)	TITLE OF PAPER
Kshamta Sharma	Role Of Mindfulness And Self-Regulation In Redefining Working Identity
Rajesh Mokale	Intellectual Capital And Business Performance In Indian Industries
Rajeshwari Gwal	Organizational Behaviour And Human Resource Management
Amita Shivhare	Managing Diversity: A Band Wagon Effect Or A Business Need
Amirul Hasan Ansari & Shehla Malik	Ability-Based Emotional Intelligence And Knowledge Sharing: Investigating The Moderating Role Of Trust In Co-Workers
Amirul Hasan Ansari & Rubina Anjum	Emotional Intelligence And Coping Strategies: An Investigation Of Type A And Type B Personality
B. Lakshmanan & K. Lavanya Latha	The Influence Of Psychological Well-Being On Knowledge Sharing Behaviour Among Medical Faculty Members

Lunch | 01:00 pm to 02:00 pm

Time: 2:00 PM to 3:30 PM	Venue -Old Auditorium
	Round Table Discussion on the Future of Critical Management Studies (CMS) in India - by Prof. Jerome Joseph, (former Professor -IIM Ahmedabad); Prof. Rahul Varman (Professor - IIT Kanpur); Prof. Navdeep Mathur (Professor- IIM Ahmedabad); Prof. Shishir Kumar Jha (Professor- IIT Bombay) and Prof. Hari Sreekumar (Professor -IIM Trichy).

Tea Break | 3:30 pm to 04:00 pm

Time: 4:00 PM to 5:00 PM	Venue -Old Auditorium
	Invited Talks - Critical Management Studies (CMS)

TECHNICAL SESSION 5 (A): DAY-2 | 05:00 pm to 06:30 pm | Venue: D-201

Track 01 (Critical Management Studies) Session Chair: Prof Srinath Jagannathan Student Aide: Swati Ghulyani

AUTHOR(S)	TITLE OF PAPER
Devapriya Chatterjee	Measure Of Tactical Skill : A Critical Management Study To Boost Entrepreneurship
Anitha V And Resmi C Panicker	Issues In Ecosystem Services And Marginalization: A Study Based On Bamboo Resources In Kerala
Roshni Das	Economic Exchange: Interdisciplinary And Critical Conceptualizations To Understand Managerial Applications
Premalatha Packirisamy & Manju Meenakshy	Burnout During Early Career: Lived Experiences Of The Knowledge Workers In India
Nadira Khatun	Bollywood And Neo-nationalism: Constructing Muslims As 'Other'
Sohini Basu	Capabilities Of Decision Making: Among Women Working Poor Population
Venkatesan Tm	Linking Single Minute Exchange Die To Improve On-Time Delivery Apart From Improving Productivity And Profitability In A Forging Industry. Case Study

TECHNICAL SESSION 5 (B): DAY-2 | 05:00 pm to 06:30 pm | Venue: D-103

TRACK 02 (Finance) Session Chair: Prof. Koushik Guha Thakurta Student Aide: Nilesh Asnani

AUTHOR(S)	TITLE OF PAPER
Pooja Misra & Jaya Gupta	USD – INR Exchange Rate Movements: An Empirical Analysis Of Macroeconomic Determinants
Taufeeque Ahmad Siddiqui & Yusuf Abdullah	Testing For Predictive Ability Of Conventional And Shariah Indices Of Selected Gulf Countries And Economic Regions Using Neural Network Modelling.
Dharani Munusamy & Vijayakumar Narayanamurthy	The Holy Day Effect On Return And Volality Of Shariah Index In India
Prashant Gupta & Dinesh Kumar Sharma	Impact Of Implementation Of Corporate Governance Guidelines (Clause 49) On Financial Performance Of Indian Listed Firms
Sulaiman Ebrahim Kunju & Basil John Thomas	Factors Influencing Retail Investors In The Selection Of Mutual Fund Products: Empirical Evidence From Indian Capital Market
Vandana Bhavsar & Abhijeet Sangapurkar	Ardl Bounds Test Approach To Cointegration: An Examination To Study The Relationship Between New Construction, Repairs & Maintenance And Economic Growth Of India

Dinner | 8:30 pm to 10:00 pm

Day 3: Saturday, 7th May 2016

Time: 9.30 AM to 10.30 AM	Venue: Old Auditorium
	Key Note Address by Prof. Phanish Puranam (Professor -Strategy &Organization Design, INSEAD, Singapore)

Time: 11.00 AM – 1.00 PM	Venue: Old Auditorium
	Workshop on Academic Writing by Prof. Charles Dhanaraj (Professor-Strategy &Global Leadership -IMD Switzerland)

Lunch — **01:00 pm to 02:00 pm**

Time: 2:00 PM to 3:30 PM	(Old Auditorium)
	Workshop on Academic Writing by Prof. Charles Dhanaraj (Cont'd)

Tea Break — **03:30 pm to 04:00 pm**

Time: 4:00 PM- 5:30 PM	(Old Auditorium)
	Workshop on Academic Writing by Prof. Charles Dhanaraj (Cont'd)

Time: 6:30 PM- 8:00 PM	(Old Auditorium)
	Cultural Event

Dinner — **8:30 pm to 10:00 pm**

Day 4: Sunday, 8th May 2016

TECHNICAL SESSION 6 (A): DAY-4 — **08:30 am to 10:00 am** — **Venue: D-101**

Track 01 -Doctoral Colloquium Session Chair: Prof. Kiran Kumar, Prof. Sushant Kumar Mishra & Prof. Siddhartha Rastogi Student Aide: Roshni Das

AREA	AUTHOR(S)	TITLE OF PAPER
Finance	Deepa B	A Study On The Performance Of Indian IPO

Finance	Shromona Ganguly & Arnab Adhikari	Directed Lending And Efficiency: A Two-Stage Modified DEA-Regression Analysis Of Indian Banks
OB & HRM	Genuine Narzary	Investigating Determinants Of Innovative Work Behaviour Of Nurses
OB & HRM	Binit Lakra	A Study Of Labour Management Relations (Lmr) Climate: Case Study Of Selected Companies In Manufacturing Sector
OB & HRM	Manish Kumar Verma	The Determinants Of Quality Of Work Life And Its Impact On The Performance Of Community Health Workers (CHWs)
Economics	Kabir Sharma	Title: A Study On The Functioning Of Microfinance Institutions In Chhattisgarh

Tea Break — **10:00 am to 10:30 am**

TECHNICAL SESSION 6 (B): DAY-4 — **10:30 am to 12:00 pm** — **Venue: D-103**

Track 02 (Doctoral Colloquium) Session Chair: Prof Manoj Motiani & Prof. Manish Popli Student Aide: Baljeet Singh Sani

AREA	AUTHOR(S)	TITLE OF PAPER
Marketing	Sakhhi Chhabra	Understanding The Existence Of Privacy Paradox In Mobile Application Users: An Experiment Study Of Cognitive Biases And Heuristics
Marketing	Bhagat Singh & Sunita Tanwar	Competitive Intelligence Practices In Indian Industries And Its Relationship With Performance Of The Firm
Marketing	Sujeet Kumar & Venkata Ramana	Impact Of Brand Management Strategies On Brand Equity: A Study Of Retail Companies In India
Marketing	Rohit Kumar	Brand Management In Smes - A Study On Antecedents Of Brand Performance In Indian Manufacturing Sector
Marketing	Priyadarshini Vasamsetti & V Venkata Ramana	Customer Perceived Attributes Of Innovation – A Study Of Channel Innovations In Indian Banking Sector
Marketing	TahirWani	Technology Adoption & Customer Satisfaction: A Cross-Sectional Study Of Mobile Phone Users In India
Strategy	Rayees Farooq	Knowledge Management Orientation And Its Relationship With Business Performance
Strategy	Rajesh Ittamalla & Srinivas Kumar	Total Passenger Experience: Examining the Effects of Passenger Experience on Satisfaction and Loyalty in Indian South Central Railways
Strategy	Ishaq Dar	A Study On The Determinants Of Internationalization And Their Relationship With Performance Of Small And Medium Enterprises In Punjab

Time: 12:15 PM to 1:00 PM	
	Valedictory Session- Prof. Rishikesha T. Krishnan

Lunch — **01:00 pm to 02:00 pm**

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Exploring the antecedents of co-creation in hospital–supplier relationship: an empirical study on private sector hospitals in India

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Healthcare systems, practices and supply chain View project

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Exploring the antecedents of co-creation in hospital-supplier relationship: an empirical study on private sector hospitals in India

Samyadip Chakraborty

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Abstract: Criticality of healthcare has always been a matter of huge concern. With increasing focus towards value-based patient-care service, hospitals are struggling between continuously spiralling cost and providing increased access to quality care-services. Interactions and relationships among the hospital stakeholders have become very crucial, especially in hospital-supplier relationships. Extant literature has thrown light on interaction, systematic orchestration and collaborative ambience as essential needs for achieving value co-creation. The current study analyses the antecedents of co-creation in hospital-supplier relationship context from a service-dominant-logic (SD-logic) perspective. The study is further underpinned with theories like relational-view and relational-coordination-theory. In this empirical research, the relational antecedents of co-creation have been validated. This study further establishes the well-known DART framework (dialogue-access-risk assessment-transparency) linkages with trust, commitment and care-service orchestration (CSO) as antecedents to co-creation activities based on 229 responses from private tertiary-care Indian hospitals using structural equation modelling (SEM).

Keywords: healthcare; co-creation; hospital-supplier relationship; supply chain management; trust; interdependence; DART; care-service orchestration.

Reference to this paper should be made as follows: Chakraborty, S. (2019) 'Exploring the antecedents of co-creation in hospital-supplier relationship: an empirical study on private sector hospitals in India', *Int. J. Business Information Systems*, Vol. 32, No. 4, pp.393–424.

Biographical notes: Samyadip Chakraborty is currently working as Associate Professor and Area Chair in the Department of Operations and IT at IBS Hyderabad, IFHE University. He holds a BTech (VIT Vellore), MBA (University of Liverpool, UK) and PhD in Operations (IBS Hyderabad). He was a Visiting Fellow Scholar at the University of Toledo (Ohio, USA). His areas of research are healthcare management, supply chain management, information systems, business analytics, operations management, healthcare analytics and project management.

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1 Introduction

Healthcare sector comprises of aggregation of various domains of which the hospital activities forms the most crucial and complex area. With the increasing competition and focus towards achieving quality-care at affordable cost, the major battle of healthcare service sector is to achieve cost containment and coordination (Zheng et al., 2008; Dobrzykowski, 2012). Supply-related cost has been emphasised as the prominent factor for the rise in 25% of total hospital-cost and affecting performance (Byrnes, 2004). Concepts like supply-chain network relationships, network-collaboration, and value co-creation activities have gained prominence over the years. While empirical evidences concerning supply chain management (SCM) across sectors have been effective; but scenario in healthcare is challenging (McKone-Sweet et al., 2005; Meijboom et al., 2011). Schneller and Smeltzer (2006) highlighted that significant opportunities exist for synchronisation, orchestration and collaboration in healthcare. Healthcare stakeholders are facing difficulty in providing quality-care amidst spiking uncertainty and cost (Zheng et al., 2008) in the unique healthcare supply chain networks (Meijboom et al., 2011).

The major obstacles concerning healthcare supply chain are:

a *Enhanced complexity and distorted collaboration* with network partners due to vague incentive-structure and uncertain roles in the supply chain network (Smeltzer and Ramanathan, 2002; Lian and Laing, 2004; Boyer and Pronovost, 2010). This obstacle is specific to healthcare as monopoly of niche suppliers, physician preferred drugs, patented drugs, negotiation problems of hospitals and suppliers, costlier open-market procurement, complicated relationships and patient-opted packages form the major managerial concerns.

b *Enhanced decentralisation* within the hospitals and suppliers network occurs due to the departments working in silos and lacking upstream demand signalling (Sinha and Kohnke, 2009; Schneller and Smeltzer, 2006; McKone-Sweet et al., 2005); thereby lacking on the forward and backward integrations.

c *Inadequate operational orchestration* (Dobrzykowski, 2012): forming the resultant of high information asymmetries and distortion in negotiations among the stakeholders (Ford and Scanlon, 2007). The highlighted barriers are communication, integration, information sharing and analysis and collaboration; thereby forming functional barriers among the network partners (Schneller and Smeltzer, 2006; Boyer and Pronovost, 2010).

Extant literature has highlighted co-creation concepts as a novel approach towards value creation involving stakeholder interactions. SD-logic emphasises co-creation concerns interaction-based value proposition exchange and value-creation between network partners (*as in the study context, involving hospitals and its suppliers*) (Prahalad and Ramaswamy, 2004). In the backdrop of escalating open-market procurement cost, hospital purchasing function has much in stake to gain from upstream supplier collaboration (Schneller and Smeltzer, 2006); justifying the relevance of exploring and empirically validating the antecedent linkages of care-service orchestration and co-creation.

extending its initial conceptualisation as building blocks of interaction to that leading to service orchestration and co-creation consequently thereafter.

In healthcare perspective, empirical studies concerning network relationships being scarce, this study might provide new insights. Using a SD-logic lens and emphasising on co-creation and its antecedents in hospital-supplier relationship context, this empirical exploration might both the hospital and supplier-side managers in understanding the importance of clarity and DART in a relational environment towards development of an integrative interaction platform.

13 Study limitations and scope of future research

Empirical research has its own share of limitations and this study happens to be no different. Despite attempts to rectify and contain many loopholes, certain limitations continue to afflict the research investigation. Key factors like power-difference and network control ownership-imbalance in the network, complexity in the network, etc. might have vital controlling stake and influence on the ongoing transaction relationship. They variables could not be included in the study due to mismatch of scope and so outcomes and results. Moreover the survey was directed towards capturing perception of hospital staff regarding only one type of supplier, i.e., the med-surg suppliers for the private sector hospitals. Further the study being conducted within a limited scope of four major urban settings in India, rural and semi-rural areas were not included. Thus future studies can aim at addressing these scopes left out; moreover different types of suppliers can be compared from hospital perception point of view, thereby addressing a wider scope. Also the generalisability of the study remains the discretion of the managers to consider the context and applicability.

14 Conclusions

This paper proposes and validates a framework which provides empirical justification and establishes the relational variables (trust and commitment) and the DART parameters (dialogue, access, risk assessment and transparency) leading to the creation of an integrative platform which helps in process streamlining and creates a conducive environment which in turn leads to the outcome of co-creation activities . The contribution and uniqueness of this paper lies in putting forth the argument and justifying that DART and Relational variables does not directly lead to co-creation, rather it creates a platform of nuanced clarity, information symmetry and conducive interaction-focused platform development which in turn fosters the outcome of CCA. This was validated through direct and indirect relationship checks, where the direct relationships became non-significant and in-direct relationships through CSO remained significant at 0.1% level as well. Thus this study provides a multi-tier antecedent validation for the co-creation outcomes in the network-partner interaction context. The study examines relationships between interdependence and the four DART parameters for the first time besides making Prahalad and Ramaswamy's (2004) DART framework operational and more nuanced both from antecedent and consequent relationships.

The study key research questions/objectives addressed are:

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Session	3101
Date	December 24, 2016
Time	10.00 hrs. to 12.00 hrs.

Managing The Detrimental Effects of Negative Reviews: The Persuasive Role of Webcare Characteristics

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Introduction

The ingenious exploitation of internet has empowered consumers to vent out their negative experiences with products and services through a wide array of online channels like micro- blogging websites (www. twitter.com), company websites (e.g. www.canon.com), third-party websites (e.g. www.mouthshut. com), and product/industry specific review sites (e.g. www.zomato.com) (Ward and Ostrom, 2006). This opportunity for consumers to cater negative word of mouth (henceforth: NWOM) through online reviews is a serious threat for marketers (Berry et al., 2010; Hennig-Thurau et al., 2010) because negative reviews possess potent harm- inflicting characteristics which negatively affect consumers' attitude toward brands (Purnawirawan et al., 2015), purchase intentions (Lee and Youn, 2009), product trial (Huang and Korfiatis, 2015) and sales (Cui et al., 2012) and eventually diminish a company's brand image in the marketplace (Lee and Youn, 2009). Many companies have started to monitor and intervene in negative reviews, to mitigate these detrimental effects, a practice known as Webcare (Van Noort and Willemsen, 2012). Extant studies on webcare demonstrated its effectiveness as a tool to curtail negative economic circumstances directed toward a firm. For example, Hong and Lee (2005) explored that timely response by companies resolves complainants' issues, stops unnecessary follow-up attacks from other consumers, and increases consumer loyalty and positive word of mouth (henceforth: PWOM). Depending upon the strategy adopted (proactive or reactive) and online platform used (consumer-generated or brand-generated), webcares also have the ability to attenuate negative brand evaluations (Van Noort and Willemsen, 2012). Clearly, valence and level of negativity manifested in the reviews determine what strategy a marketer should adopt while writing online responses (Dens et al., 2015). A successful endeavour ultimately results in generating positive consumer engagement with brands through the online environment (Schamari and Schaefers, 2015).

Though these afore-mentioned studies highlight managerial relevance and engender comprehensive research in webcare, ironically it is still in its stage of infancy. Specifically, no studies exist that explore the salient characteristics or attributes of webcare which marketers might manipulate in order to offset negative attitude of complaining consumers. However, unlike webcare, researchers did examine message characteristics of other communication tools like print ads (Chowdhury et al., 2011), radio ads (Potter, 2009), television ads (Ruifeng, 2012), company blogs (Greenberg et al., 2013), online ads like banner, floating, or pop-up ads (Alijani et al., 2010), and online reviews (Cheung et al., 2008). Another lacuna

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Session	2303
Date	December 23, 2016
Time	16.30 hrs. to 18.00 hrs.

Co-Recovery: Examining the Effect of Failure Types and Attributions on Recovery Responses

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Introduction:

Self-service technologies (SSTs) have been increasingly used by all the firms across the globe to meet the requirements of evolving customer. SSTs have gained prominence as they are cost effective as well as helpful in increasing consistency and efficiency (Dabholkar 1996). SSTs such as ATMs, Payment kiosks, Web based applications and Mobile applications, payment applications have gained prominence in recent years. Many studies have explored factors affecting customer usage of these self service technologies (Meuter et al., 2005; Shin 2010). Despite proliferation of SSTs, they are not infallible as there is risk of failure due to absence of human element and standardized process (Meuter and Bitner, 1998). There have been multiple studies addressing service failure in offline service contexts but only few studies emphasized on online service and self service technology failures (Harris et al., 2006; Forbes, 2008; Dong et al., 2008; Zhu et al., 2013; Dabholkar and Spaid, 2012).Service failures in SSTs classified into two major categories based on service types: Internet SSTs (Harris et al., 2006) and Non-Internet SSTs (Forbes, 2008). Extant studies in SST failure context have examined different recovery strategies to address service failures in the form of compensation, service guarantees, explanation, and apology. Of late, Co-creation of service recovery has emerged as new mechanism to address service failures in SST context (Dong et al., 2008, Roggeveen et al., 2012, Xu et al., 2014., Dong et al., 2016). However, there is dearth of literature addressing effects of attribution in a co-created service failure and factors affecting customer responses post recovery. Previous studies in co-created recovery (co-recovery) have examined either process failure (Dong et al., 2008) or outcome failure (Roggeveen et al., 2012; Xu et al., 2014) without any focus on type of failure occurred. However, previous research suggests type of failure plays key role in customers" expectation of required recovery (Smith et al., 1999). It is also suggested that efficacy of recovery strategies vary depending on the attributions customers make about the service failure (Iglesias et al., 2015). Therefore, deploying co-recovery across all the SST failures might not give desired results for the service firms when customers make different attribution to a service failure. Thus, examining the relationship between failure type and attributions in the context of SST makes more sense as it is another chance for a firm to retain customer by addressing the failure appropriately. In this regard, the present study makes an attempt to fill the void by examining the effect of attributions and the role of failure type on recovery responses in a co-recovery setting. The following research questions are framed in order to address the research gap stated above.

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Co-Recovery: Examining the Effect of Failure Types and Attributions on Recovery Responses

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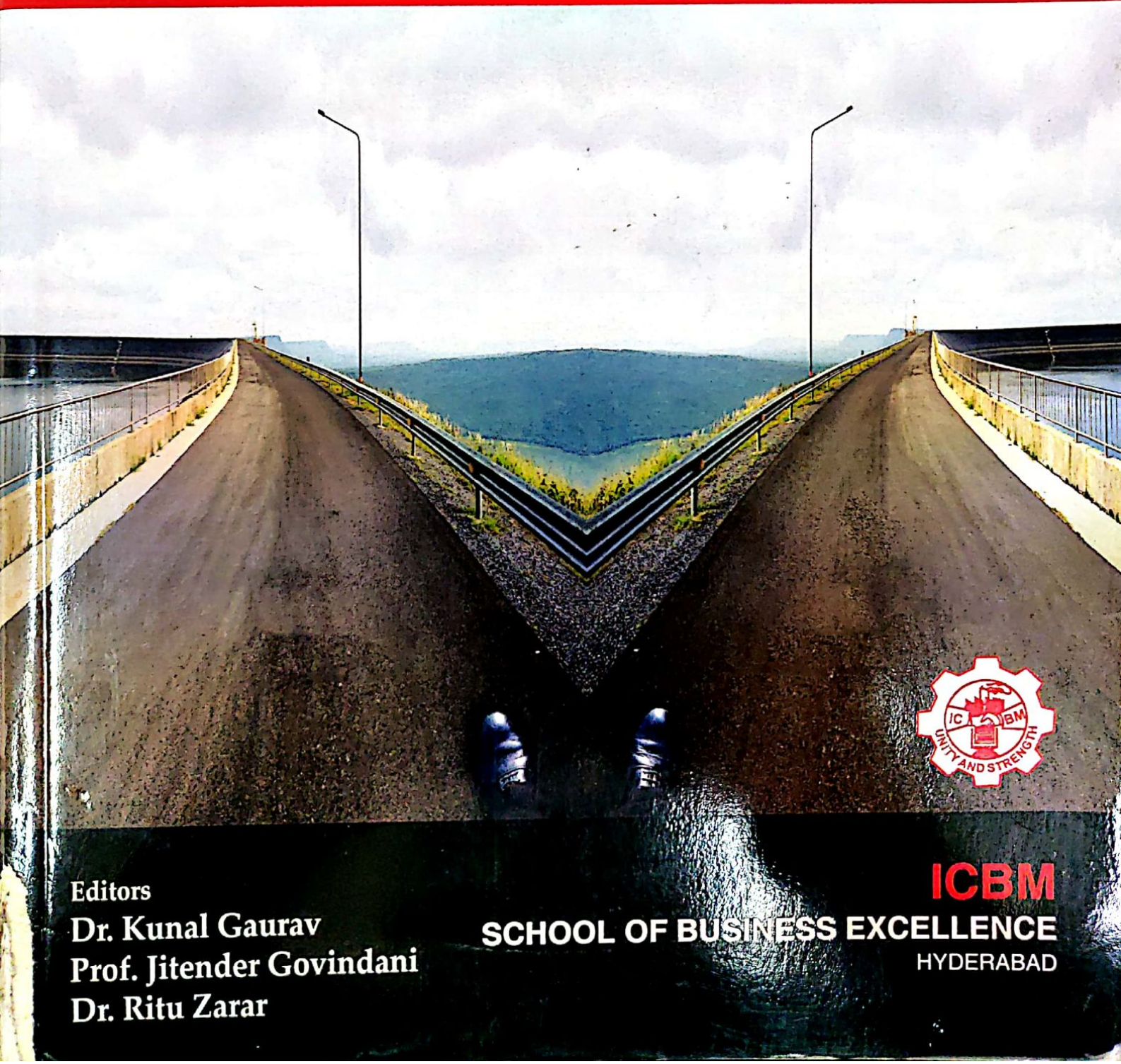
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Cases and Experiences



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31 CHAPTER

Maggi Controversy: Accountability of Brand Endorser

Farrah Zeba[1] and Musarrat Shaheen[2]
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On 5th June, 2015, FSSAI (Food Safety and Standard Authority of India) announced a short-term ban on the sale, manufacture, and distribution of Maggi instant food noodles. Maggi was pronounced "unsafe and hazardous for human consumption," after the result of series of 30 government's lab tests. Excess amounts of lead were found in Maggi, which is unsafe for human life. Kids were the major consumer of Maggi noodles and it was found harmful. People felt cheated and betrayed. They had high trust in the company and had believed the words of the Bollywood stars who were endorsing Maggi as a "2-minute" solution for the hunger of their children. They set fire to Maggi noodles packets and photos of these Bollywood celebrities (refer exhibit I).[1] Maggi had three prominent Bollywood celebrities as brand ambassadors, viz., Amitabh Bachchan, Madhuri Dixit, and Preity Zinta (refer exhibit II). Indian Government also supported the grievances of the public and promised that legal actions will be taken for both the company and the celebrities if the tests of another set of Maggi packets will have similar results. G Gurucharan, additional secretary of consumer affairs said, "though the main action is being taken by FSSAI, we have powers to take action against those involved in misleading advertisements."[2] He added, "the consumer affairs ministry has referred the case to National Consumer Disputes Redressal Commission for class action suit." Amitabh Bachchan responded to these allegations and had clearly indicated that he was no more involved in the advertisement and endorsement of Maggi. Whereas, Madhuri Dixit, who had recently taken this project, met the officials of Nestle India and confirmed that the company has assured her about the quality of the product.[3]

Maggi is an instant noodle, sauces, soups stocks, and seasoning brand of Nestle India. Nestle India is a subsidiary of Nestle S.A of Switzerland. With the launch of Maggi noodles, Nestle India had created an entirely new instant food category in the

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[1]Erika Fry, "Nestlé's Half-Billion-Dollar Noodle Debacle in India", http://fortune.com/, April 26, 2016.
[2]BS Reporter & PTI "Bachchan, Madhuri, Zinta may be in a soup for endorsing Maggi", http://www.businessstandard.com/, June 2, 2015.
[3] Press Trust of India "Govt warns of action against Nestle, brand ambassadors if Maggi fails FSSAI test", http://indianexpress.com/, June 2, 2015.

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Indian packaged food market. Initially, Maggi was positioned in the category of convenience food and working women were targeted. But, R&D team of Nestle India found that Kids were the major consumers of Maggi. Hence, Nestle India shifted their focus from working women to Kids and their mothers. They repositioned the Maggi brand towards the kids and promoted it with taglines such as "Bas 2 Minute" and "Mummy BhookLagi". They also distributed free samples of Maggi and offered new Maggi packets on the return of empty packs.[4] An article in Fortune Magazine confirms that Indians had consumed more than 400,000 tons of the instant noodles in the year 2014. Maggi was marketed in 10 different varieties ranging from 'Cuppa Mania Masala Yo!' to 'Thrillin Curry'. It was claimed that Maggi contributed $1.6 billion revenue in Nestle India. In the same year "Maggi was named one of India's five most trusted brands".[1]

Sanjay Khajuria, the head of corporate affairs for Nestlé India, had received the notice about Maggi's contamination with monosodium glutamate (MSG) almost 10 days earlier.[1]The food safety commissioner of Uttar Pradesh claimed that a Maggi noodles have seven times the permissible level of lead and hence the batch had to be recalled. Nestlé India responded quickly to this notice with a test result of its own and confirmed that Maggi was absolutely safe for consumption. Sanjay Khajuria believed that food safety and regulatory officials would find his response compelling and the matter would be resolved. But, what had at first seemed like a minor regulatory issue was about to spiral into a big crisis for Nestlé India. Some news correspondence has compared Maggi crisis with the Bhopal Gas crisis, where a toxic gas leak from one of the plants of Union Carbide pesticide plant had killed thousands of people. This Maggi fiasco proved very costly to Nestle India (refer exhibit II). Nestle India spent around $70 million to complete one of the largest food recalls in history.[1]

The crisis had not only affected the revenue and image of the company, but had also put blame on the celebrities attached with it. The Bollywood stars who were endorsing Maggi were caught hold by public. Public felt deceived and cheated. They claimed that these celebrities (Amitabh Bachchan, Madhuri Dixit, and Preity Zinta) were engaging in the promotion and advertisement of Maggi and projected it as safe and healthy food for the consumption. They should be penalized for misleading the public. Legal laws governing the safety and security of food also advocates that, "anyone who is a party to a misleading advertisement or its publication can be fined up to Rs 10 lakh. The proposed amendments to the Consumer Protection Act also has provisions to issue direction for discontinuation of such advertisements and even reporting such violations to police or any other law enforcing agency for

[4]"Brand Story: Maggi", https://goo.gl/5qCZVw

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criminal prosecution," (FSSAI)[5] Public rage has led to several actions by the government. The Haridwar FDA issued a summons to Madhuri Dixit and a district court in Bihar issued orders to file a FIR against Maggi's brand ambassadors.[6]

Celebrities have their own goodwill and image. They have their own fan followers and the company generally goes for the celebrity endorsement to improve their brand image and target the fan followers of these celebrities. It has been seen that sales increase when celebrities endorse a brand. Almost, every company uses celebrity endorsements as a 'brand' building' strategy. There is an economic value attached with celebrity endorsement. For instance, when Tiger Woods signed his endorsement deal with Nike back in 2000, initially people said that Nike will loose from these deal. But, subsequently, Nike sales rose and the company gets benefitted from the deal.[7] Maggi also signed its deal with Amitabh Bachchan, Madhuri Dixit, and Preity Zinta to reap benefits from their brand image.[8] (refer exhibit IV for some celebrities who are endorsing products and services in India)

The celebrities were caught hold because the assurance and slogans used by them while endorsing the 2-minutes noodles had attracted more consumers than it would have been able to if such slogans would have been uttered by a non-celebrity. Celebrities add their charm to the product during the advertisements. People who idolizes and loves these celebrities starts following these brands blindly. It had been seen that promotion of any product/services by popular stars makes the product effective and acceptable in the market. Promotion by celebrities makes the hold of the products/services in the market stronger. Owing to pervasive impact of celebrities on the mindset of people, more than 50% of the brands in the country opt for celebrity endorsement of their products and services.[9] A brand gets associated with these celebrities and "it helps to increase the volume of sales, creating a mutual benefit to the company and the celebrity".[8]

There are varied opinions on celebrity endorsements legal laws. Indian Consumer Protection Bill makes no distinction between a manufacturer and celebrities when it comes to penalizing for misleading advertisements. It states that, "Whoever makes an endorsement which is false or misleading and prejudicial to the interest of any

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[5]AnantRangaswami, "Maggi case: The government should leave brand ambassadors alone", http://www.firstpost.com/, June 2, 2015.

[6]Tanmaya Nanda, "Why prosecuting Maggi brand ambassadors like Amitabh BachchanIs idiotic", http://www.businessstandard.com/, June 3, 2015.

[7]Kevin Chung , "The Tiger Woods Effect: Celebrity Endorsements Increase Sales", https://goo.gl/8nlXkf, October 23, 2013

[8]AnvarAlikhan "Maggi controversy: Some good news (and some bad) for Madhuri Dixit, Amitabh Bachchan and PreityZinta", https://goo.gl/AWwAkv, Jun 03, 2015

[9]GopiRetnakar, "Celebrity endorsement and law", http://www.singhanialaw.com/, June 16, 2015.

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consumer shall be punishable with imprisonment for a term which may extend to two years and with fine which may extend to ten lakh rupees; and for the second and subsequent offences, be punishable with imprisonment for a term which may extend to five years and fine which may extend to fifty lakh rupees".[10] Maggi was blamed of not mentioning the correct information about the presence of lead on their product wrappers. They were using unacceptable level of MSG which is harmful to human life. Thus, if a company is not ethical and a celebrity is endorsing their products/services, than he/she should be equally liable for hiding the facts from people.

Whereas according to the US Federal Trade Commission, there is a difference between a paid actor and an endorser—an actor may be simply a spokesperson who is making a statement on behalf of the company and an endorser is a person who is expressing his personal consent and approval of the product, based on his own usage, beliefs and convictions. Thus, laws should first understand the role of the celebrities in the ads and should take actions accordingly. It was even argued that Amitabh Bachchan and Madhuri Dixit were merely playing their role as a spokesperson in the Maggi ads and where not giving their personal approval or consent for the usage of Maggi.[8]

To overcome such the Consumer Protection Bill of 2015 has been revised and new clauses where inserted in the sessions of parliament. Section 17A and 17B were included. Section 17A states that an individual, group or an institution could be an endorser and Section 17B clarifies the definition of an endorser, which suggests that even lending of name and putting signature could be termed as the endorsement and will be punishable, if the product/services are found misleading the public. The after effect of Maggi Fiasco had made consumers more alert and companies now understood clearly that they cannot afford to overlook or compromise with the safety standards provided in the country's laws (refer exhibit V).[11]

[10] Gyanant Singh "Consumer Protection Bill draft: Celebrities, cos face same punishment for misleading ads", http://www.firstpost.com/, Aug 30, 2016

[11] "Changes proposed in Consumer Protection Act to hold celebrities liable for brand endorsements", http://economictimes.indiatimes.com/, Sep 04, 2016

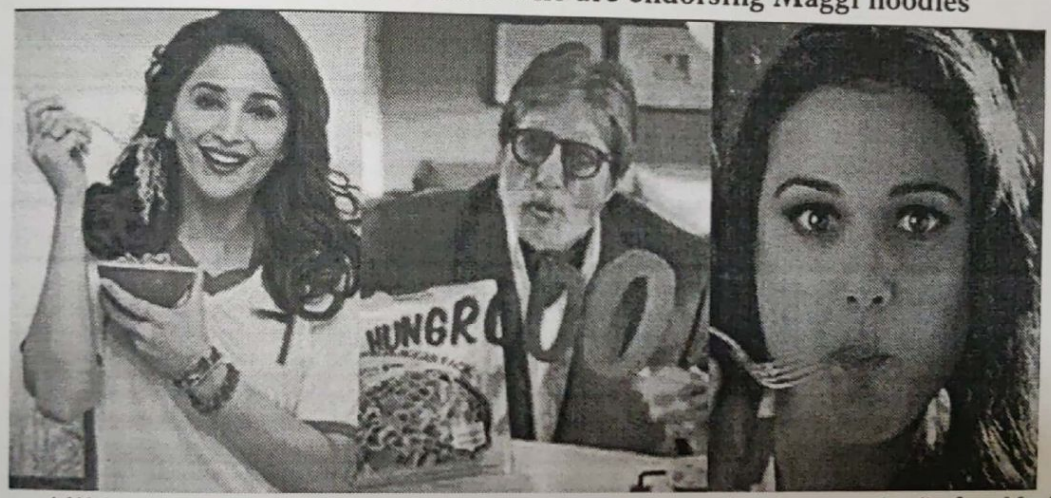
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Exhibit I: Public vent and anger on Maggi.



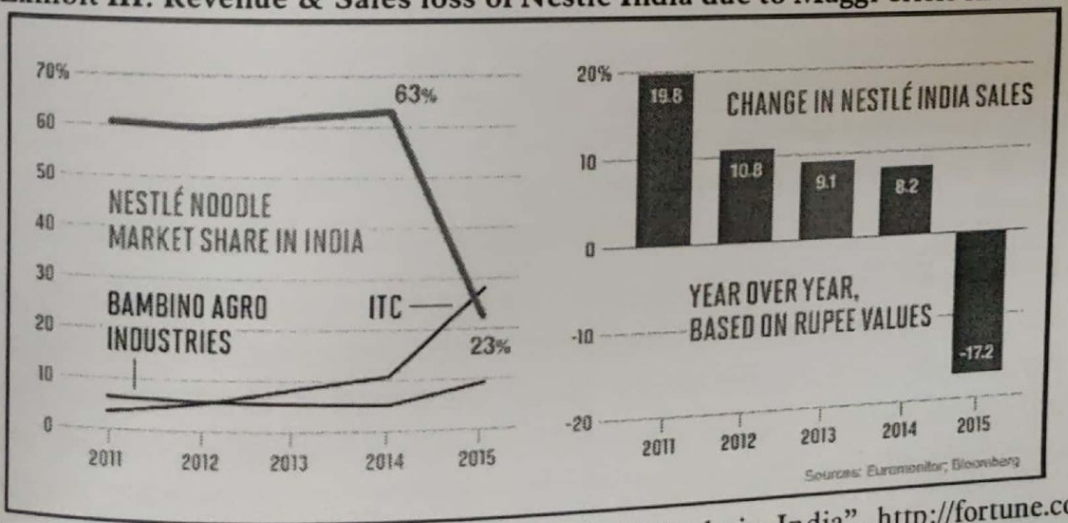
Source: Erika Fry, "Nestlé's Half-Billion-Dollar Noodle Debacle in India", http://fortune.com/, April 26, 2016

Exhibit II: Three celebrities who are endorsing Maggi noodles



Source: Anvar Alikhan "Maggi controversy: Some good news (and some bad) for Madhuri Dixit, Amitabh Bachchan and PreityZinta", https://goo.gl/AWwAkv, Jun 03, 2015

Exhibit III: Revenue & Sales loss of Nestle India due to Maggi crisis in India.



Source: Erika Fry, "Nestlé's Half-Billion-Dollar Noodle Debacle in India", http://fortune.com/, April 26, 2016

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Exhibit IV: Other brand ambassadors of India.



Source: http://economictimes.indiatimes.com/

Exhibit V: Consumers are now more alert and aware of the products they are consuming.



Source: compiled from various sources.

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Effective Video Data Retrieval Using Image Key Frame Selection

D. Saravanan

Abstract Owing to the rapid growth of multimedia technology, multimedia information is easily accessed by any user and the same information construction and distribution are also very easy. Due to technology development, the multimedia information increases due to variety of factors: it can be uploaded by unprofessional users nowadays. Due to the low quality and the large number of duplicated video files available, this leads video extraction more and more complex. The general method of representing each video segment is shot that consists of series of frames. Among this series, the input frame based shot method is specifically assisted for searching the video content as clients provided image query/search where an image will be matched with the indexed key frames with assist of resemblance distance. As a result, the key frames selection is most significant, and several methods are used to automate the process. This paper proposes a new technique for key frame selection. The proposed method shows significantly good and the experiments prove the above statement.

Keywords Video data mining · Data mining · Key frame extraction · Knowledge extraction · Multimedia data · Data extraction · Video dates · Frames

1 Introduction

Data mining is a process of detecting knowledge from a given huge set of data. Of the available huge data set, multimedia is the one which contains diverse data such as audio, video, image, text and motion, and video data play a vital role in the field of video data mining. In short, the application of video data is called video data mining. Data mining helps the users to retrieve the efficient content using data mining preprocessing operations. Increasing the quantity of video content reduces

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Can healthcare servicescape affect customer's attitude? A study of the mediating role of image congruence and moderating role of customer's prior experience

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Abstract

Purpose – The purpose of this paper is twofold. First, develop and test a conceptual model to understand the relationship between customers' servicescape perceptions, self-image congruity and attitude in healthcare context. Second, to examine the extent to which the relationship between customers' self-image congruity to attitude in a fully mediated model is moderated by their prior experience.

Design/methodology/approach – Utilizing a self-administered survey of 320 customers, the study tested the proposed relationships with robust data analytic techniques.

Findings – The results show that favorable servicescape perceptions help customers to form image congruence in terms of symbolic and functional elements and thereby strengthen their attitude. Further, servicescape accentuated image congruence have varying effects on customers' attitude depending up on customers' prior experience.

Research limitations/implications – This study emphasized the role of servicescape on self-image congruity formation and customer attitude in a new service context (healthcare), and contribute to the body of existing knowledge on servicescapes and image congruity and further verify the soundness and robustness of the integrative theoretical framework.

Practical implications – Favorable servicescape perceptions may encourage customers to form image congruence and attitude. In this respect, managers should make efforts to signal desired servicescape perceptions in order to retain existing customers and attract new ones.

Originality/value – This study was the first to apply an integrative perspective of inference theory and image congruity theory to the context of hospital services to understand the relationship between servicescape, image-congruity and customer attitude.

Keywords Marketing, Asia-Pacific

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Healthscape role towards customer satisfaction in private healthcare

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Abstract

Purpose – The purpose of this paper is to identify the motives that enforce consumers to find out the major determinants that frame healthscape in private healthcare service that leads to their satisfaction in a developing country like India.

Design/methodology/approach – The generic motive dimensions are identified using an exploratory factor analysis. Next the reliability and validity of the factors are established followed by regression analysis using SPSS 20.0 s/w.

Findings – This paper identifies six healthscape motives in the private healthcare sector named as service personnel conduct and cleanliness, service delivery and facilities, ambience, location and look, appealing decoration, and upgraded safety service, out of which only service delivery, ambience, location, and decorations contribute the most to build customer satisfaction as per their significance value.

Research limitations/implications – The various dimensions of healthcare motives should be viewed as the levers of improving hospitals' service quality in the minds of its present and future customers. This finding can offer valuable insight to the forthcoming as well as existing developer who are planning to have their healthcare service presence in India.

Practical implications – This study suggests some important strategic guidelines for service positioning and market segmentation of healthcare services as per customer requirements. In the recent past, availing services from hospitals were purely utilitarian in nature. Customers were more inclined to get proper and timely services and cared more about the service quality of the healthcare service provider.

Originality/value – This paper is among the few works done on understanding private healthcare service delivery process in India and customer satisfaction level from those Hospitals. This study addresses the gap by identifying a set of dimensions that are relevant to customers for a unique healthcare experience.

Keywords Satisfaction, Patient satisfaction, Healthscape, Private healthcare, Servicescape, Healthcare services

Paper type Research paper

Introduction

The last decade witnessed a series of dramatic transformations in the scope of service delivery in the healthcare industry (Lee, 2011). Higher service expectations from patients, advancement in technology, greater access to health-related information

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