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A MULTI-OBJECTIVE OPTIMIZATION APPROACH USING THE RFM MODEL IN DIRECT MARKETING

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ABSTRACT

Given the vast amount of data generated by customers' online and offline purchases, many organizations today are turning to data analytics to help design their direct marketing campaigns and introduce personalized promotions for customers. Data analytics allows companies to implement more effective market segmentation strategies, customize promotional offers, allocate marketing resources efficiently, and improve customer relationship management. The implementation of such strategies is often hampered by limited budgets and the ever-changing priorities and goals of marketing campaigns. This paper suggests and demonstrates the use of a goal programming approach to determine which customer segments should be targeted to achieve profit maximization given various priorities and budget constraints for a hypothetical direct marketing campaign. Using historical data, the proposed model identifies customer segments based on the classic RFM model—i.e., recency, frequency, and monetary value profiles. Then, considering different marketing priorities, the goal programming model helps identify the profile segments most worthy of pursuit. Real marketing data are used to illustrate the proposed approach.

WHEN SENSE MAKING IS UNEQUAL TO SENSE GIVING: A CASE OF SKEPTICISM AGAINST MCDONALD'S CSR INITIATIVES BY ORGANIC FOOD EATING PARENTS IN SINGAPORE

Suwichit Chaidaroon, Department of Public and Promotional Communication

Corporate Social Responsibility (CSR) initiatives have been implemented by organizations for various reasons. Pirsch, Gupta, and Grau (2007) posit that organizations' implementation of CSR efforts may range from institutionalized programs to promotional programs. According to these authors, promotional CSR is effective in generating purchase intent. Institutionalized CSR, on the other hand, helps organizations to increase customer loyalty, to enhance positive attitude towards the organization, and most importantly to decrease consumers' skepticism. While organizations may have good intentions in their CSR efforts, consumers may be skeptical about the organizations' CSR messages and their cause related claims (Singh, Kristensen, & Villasenor, 2009). Hence, the process of aligning perception of resisting consumers to the good intensions of the organizations is an essential factor for successful CSR initiatives.

Among many industries where consumers have questioned their good intentions on CSR efforts, fast food business has received severe criticisms. In recent years, McDonald's has been facing bad publicity due to the influx of movies such as *Fast Food Nation* (2006) and *Super Size Me* (2004) as well as various other PR disasters (Morris & Steel, 2001). Due to an increasing awareness of health and nutritional issues among consumers, McDonald's has stepped up their efforts in portraying a different brand image which is more socially responsible in recent years (Young & Nestle, 2007).

This paper reports case study research that aims to examine the concerns of Singaporean organic food-eating parents with regards to McDonald's Corporate Social Responsibility (CSR) efforts on brand perceptions, and to provide a case study of McDonald's CSR initiatives specifically within the context of skeptical Singaporean organic food-eating parents. It also aims to answer the questions of what the concerns of local organic food eating parents regarding among many others, the nutritional value, the food sources and the food preparation methods of McDonald's are and whether McDonald's current efforts sufficiently address their concerns.

This case study research employed two approaches of data collection and analysis. First, content analysis of local newspaper articles, marketing collateral and other materials that provide arguments for and against McDonald's with regards to these concerns was conducted. Second, opinions of six concerned parents were gathered to triangulate the data using semi-structure interview format. The findings and the implications of this research help identify the concerns of organic food-eating parents with regards to the McDonald's CSR efforts based on the case. At the same time, the study helps shed light on the fact that if organizations handle consumers' skepticism properly by listening to and addressing all concerns of their disbelieving stakeholders, the organizations can possibly turn those skepticisms into a dialogue and thus implement the genuine institutionalized CSR. Ultimately it could be argued that for CSR initiatives to be successful, the process of sense giving by the organizations should be aligned with the process of sense making by the consumers (Weick, 1969).

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THE IMPORTANCE OF INTERNAL MARKETING TO BRAND BUILDING: A CASE OF SINGAPORE AIRLINES

Suwichit Chaidaroon, Department of Public and Promotional Communication

Effective internal marketing can play a significant role in an organization's success in building their brand, especially when the company values are incorporated in employees, who in turn, act as ambassadors for their company (Hardaker & Fill, 2005); illustrating how the better the relationships between the company and employees are, the better the relationships will be between the company and its current and potential customers.

This study examines how internal marketing in Singapore Airlines (SIA), one of Singapore's most well known companies, has translated into the customer experience the Singapore Girl delivers, which in turn builds the SIA brand. SIA's brand promise of being "a great way to fly" is commonly associated with the Singapore Girl, an affectionate, colloquial term for SIA's flight stewardesses, because of their consistent presence in all SIA's marketing efforts. Therefore, this study focuses on the internal marketing efforts targeted at the organization's flight attendants.

To study the flight attendants' reactions towards internal marketing efforts, their perception of the SIA brand and the level of ownership with SIA, anonymous in-depth interviews were conducted. Customers' perceptions towards SIA's brand image and in-flight experience were also analyzed through purposive online surveys. Content analysis of selected internal publications was also conducted, to examine their messages and themes.

The findings of this study attempts to demonstrate how effective internal marketing within SIA has been to date, and how it has contributed to building the SIA brand through the Singapore Girl, therefore establishing the role internal marketing plays in effective brand building. Through this study, the limitations of SIA's internal marketing will also be identified, together with possible recommendations.

Hardaker, S. & Fill, C. (2005). Corporate services brands: The intellectual and emotional engagement of employees. *Corporate Reputation Review, 7* (4), pp. 365–376.

THE MODERATING ROLE OF CONSUMER EDUCATION ON THE INTENTION TO BUY A HIGH RISK PRODUCT ONLINE

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ABSTRACT

A survey of 1,606 currently registered U. S. boat owners was conducted to determine their likelihood of purchasing a major durable (boat) in an online format along with the various factors and preferences to be considered in consummating such a purchase. Data from each respondent was gathered for the purpose of assessing their perceived personal risk in making such a purchase and to determine their personality traits with respect to technology, curiosity, and openness to new experiences. Respondents intention to buy this high risk product online was measured prior to and after providing education on the online purchase process that specifically addressed key risk factors.

The results indicate that consumer education can change the likelihood of buying online but that the impact of education is mediated by the personality of the respondent. Specifically, a significantly greater change in interest in buying online was observed for personality types who are higher in openness to new experiences and curiosity as well as more comfortable with technology.

NAVIGATING THE RETAIL ENVIRONMENT: AN EXPLORATORY INVESTIGATION OF IN-STORE MAPPING APPLICATIONS

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ABSTRACT

For more than one decade, consumers have access to sophisticated geographic information systems (GIS) enabled through handheld digital devices like mobile telephones, laptops and tablets. The overarching deliverable is the convenience of finding locations on a street-by-street basis, enhanced by satellite systems that facilitate virtual updates to applications such as Google Map. These GIS systems or mapping applications have been extended to retail environments in which consumers can navigate any retail environment, ranging from shopping malls to large sports arenas.

Google's introduction of in-store electronic maps has spawned a myriad of competitive applications, including but not limited to RedLaser, Aisle411, Micello and Meridian. All of these mapping applications offer different levels of advanced digital mapping of shopping malls, business campuses, and sports arenas to wireless device users, as well as information about store inventories and pricing.

The present study explores U.S. consumers' attitudes toward in-store mapping applications. The results of this investigation reveal that consumers have a positive attitude toward these mapping applications. Furthermore, the study identifies a number of retail GIS attributes that delivered value: inventory levels of desired products; comparative pricing; alignment of retail layouts and "shopping list" items; and sales promotions. We also found that in-store map applications fit well into U.S. culture and are likely to become even more popular in the future.

THE IMPACT OF BIG DATA
ON YOUR FIRMS MARKETING COMMUNICATIONS:
A FRAMEWORK FOR UNDERSTANDING THE
EMERGING MARKETING ANALYTICS INDUSTRY

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David M. Gilfoil, DeSales University

ABSTRACT

This paper studies how the emergence of big data is driving the adoption of broader and more sophisticated quantitative analysis techniques across media channels by large, medium and even smaller sized firms. A new ecosystem of marketing and advertising service firms is emerging that provide information processing related services impacting the spending patterns of marketing budgets in much faster time intervals than the past history of modern marketing. The findings of this study are a result of a series of semi-structured interviews of stakeholders in the advertising analytics and related industries during the summer of 2014. This paper is the first paper of a two part series. This first paper provides a consolidated framework intended to help companies understand the structure of this ecosystem. The second paper will provide quantitative information related the performance of these services and the required budget size to participate. It will also provide insights to qualitative opportunities and challenges organizations face operating in a big data world.

SERVICE LEARNING AS MARKETING PEDAGOGY: PRACTICAL, THEORETICAL AND INSTITUTIONAL PERSPECTIVES

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ABSTRACT

The successful incorporation of service learning into business curriculum is not something new. However, when it comes to service learning, the field of marketing seems to lag behind other business disciplines, particularly management, as demonstrated by the number of books and academic publications on the topic. This paper describes the efforts to incorporate service learning into a Strategic Electronic Marketing course. It is designed to enhance other educators' practical skills in designing and implementing service learning projects, as well as deepen their understanding of service learning at the theoretical and institutional levels. The combination of these three perspectives – the practical, theoretical and institutional – provides a broad approach to service learning with experiences, strategies, and recommendations and that can be applied to any marketing class or discipline within higher education.

OPTIONS FOR IMPROVING GENDER EQUITY AT TOP LEVELS OF MANAGEMENT IN CORPORATE AMERICA

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ABSTRACT

This paper focuses on gender equity. It considers mentoring and sponsorship. It also considers quotas for hiring females on boards of directors. Other related issues such as maternity benefits, paternity benefits, and child care benefits are also addressed.

INTRODUCTION

A study conducted in 2008 compares men and women who recently graduated from top MBA programs. The men are paid approximately $4600 more than the women. The women report being in lower level management positions and experiencing less job satisfactions compared to the men (Ibarra, Carter, and Silva, 2010).

Women held 16.6% of board seats for Fortune 500 companies in 2012. The United States does not impose any laws specifying a quota for female corporate board members. Norway was the first country to impose a quota 2013).in 2003. A minimum of 40% of the board members in Norway must be women. There are harsh fines for firms that do not comply with the mandated quota. A 2011 French law required corporate boards to be at least 20% female by 2014 for board members to qualify for their fees. An Italian law mandates that women must make up one-third of the board members on listed and state-owned enterprises by 2015. Similar laws are in place in Belgium, Netherlands, and Iceland. The regulations in Finland say both sexes should be represented on corporate boards but does not specify specific percentages or timetables (Lublin). Research indicates that women need to be more qualified than men to be considered to serve on corporate boards and women pay a higher personal price to become board members. The higher divorce rate among female board members is one factor supporting the personal sacrifices. Female board members tend to be younger and were added to the board more recently (Groysberg and Bell,

IMPACT OF WOMEN ON CORPORATE BOARDS

Having just woman on the board of directors on a board cuts the risk of bankruptcy by 20% (Bart and McQueen, 2013). One explanation would be that a company that would put women on the board might be more progressive business people, which would result in better decision making.

A survey of more than 600 board members showed that women are more likely to consider the rights of others and to take a cooperative approach to decision making.

Female board members will also be more likely to use cooperation in decision making compared to their male counterparts (Bart and McQueen, 2013).

Another study showed that female representation on corporate boards improved governance, management control, and a greater sensitivity to other perspectives (Fondas and Sassalos, 2000).

Boards with a significant composition of women report a 53% higher return on equity, a 66% higher return on invested capital and a 42% higher return on sales (Joy, 2007).

One study found that women board members might bring a different perspective because a significantly higher percentage of women list arts and culture, travel, and philanthropy and community service as outside interests. For example 26% of women and 16% of men list philanthropy and community service as outside interests. Men were more likely to list sports as an outside interest. The same study revealed that women are more likely to list to communicate effectively as a perceived strength. Men were more likely to list global experience as a strength, which might be partially be explained by women not being considered for overseas assignments because of perceptions that women with families would be unwilling to relocate. There are reported higher levels of satisfaction for both women and men if management concept that more satisfied workers are more productive.there is a greater gender balance (Groyberg and Bell, 2013). It is a basic

Thorhild Widvey, a Norwegian politician, served as the minister of energy in Norway from 2003 – 2005. She often states, "I do not like quotas, but I love what they do." She believes that the attitudes toward women have improved. Mari Teigen, professor and research director at the Institute for Social Research in Norway has a different viewpoint. She states that at best, having more females on boards has resulted on only a slightly positive effect (Smale, 2013).

ROLE OF GOVERNMENT

Women seem to pay a higher personal price to become board members than men. The role of quotas could be considered. Nearly all of the female directors from countries with quotas agreed that they are effective. About half of the female directors from countries without quotas believe that they are effective (Groysberg and Bell, 2013).

An argument could be made that more generous vacation, maternity, and paternity benefits could make it easier to climb the corporate ladder. The United States is the only industrialized country without a paid maternity leave policy (Sandberg, 2013).

Sweden's paternity and maternity benefits are among the most generous in the world. Swedish citizens and foreign residents receive 80% of their present salary with a cap of $65,000 for a period of thirteen months. Each parent must take a minimum of two of the thirteen months. There is considerable debate about expanding it to three months. There is increasing support for the three month minimum. Some Swedes still believe that families should decide how to allocate the leave rather than having it dictated by the government. The costs to the Swedish taxpayers for the generous benefits are estimated at 0.8% of gross domestic product, which amounted to $3.7 billion dollars in 2007. The dollar amount would be much higher in the United States due to the much larger population (Hansegard, 2012).

Even with the very generous leave benefits, Sweden is one of the stronger economies in Europe. The country seems to be dedicated to gender equality. Couples who split the paternal leave evenly do receive a bonus. Parents receive 80% of their salary if they need to take time off from work to take care of a sick child. A form needs to be filled out by the child's nursery for the parents to collect the money (Isacsson, 2012).

Increasing the number of vacation days could help some women climb the corporate ladder. The United States is the only developed country without a legally required vacation day or holiday. Every country in the European Union has a law stating a minimum of four work weeks of paid vacation. Austria is the highest with 22 paid vacation days and 13 paid holidays.

ROLE OF MENTORING AND SPONSORSHIP

An estimated 33% of men say that weaker networks and the old boys club are obstacles women face in corporate America (Groysberg and Bell). It is possible to change the corporate culture. For example, upper level management could make a deliberate effort to include women when they get together for golf or other activities that were restricted to the men.

The benefits of mentoring have been reported in a multitude of research. Increased compensation and more frequent promotions would be a few of the benefits. Women who have climbed the corporate ladder often mention effective mentoring as a reason for their success. There are generally no differences reported on the likelihood of receiving mentoring experiences. (O'Brien, 2010).

It is imperative that the quality of the mentoring be as effective for women as it is for men. One strategy that could be implemented by the corporation is to make sure that women are being mentored by people of the same level in the organization as the men. Women have been mentored by mentors with less organizational clout. Sponsorship strengthens the mentoring process. Sponsorship has the mentor use his or her influence with senior executives to advocate for the mentee (Ibarra, Carter, and Silva, 2010).

Perhaps, a more structured mentoring program is one solution. Research supports that the more structured mentoring programs are more effective. One study documents that women who found their mentor through a formal program were 50 percent more likely to be promoted than women who found their own mentors. (Sandberg, 2013).

CONCLUSIONS

Effective mentoring and sponsorship programs are effective in reducing gender inequity in higher level management positions.

The research clearly supports female board members do have an impact on the corporation. There is greater cooperation, more sensitivity to different perspectives and improved governance. The economic impact is favorable. The firm is less likely to go bankrupt. There is a higher return on equity, invested capital, and sales. Perhaps, the top management of firms that are more open to having female board members would have traits that make them better business people, which could explain the better financial performance.

FUTURE RESEARCH

Future research will discuss issues with women of color, who are underrepresented in upper management positions. While women hold only 17 % of board seats in the United States, it is worse for women of color. Women of color hold 3% of board seats (Sandberg, 2013).

Another topic would be to consider the impact of female Chief Financial Officers. Some research indicates that gender differences in conservatism and risk aversion may impact Chief Financial Officer's decision making (Peni and Vahamaa, 2010).

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INDEPENDENT SALES REPRESENTATIVES: THE INFLUENCE OF INFORMATION QUALITY ON MANUFACTURER TRUST

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ABSTRACT

A manufacturer outsourcing the sales function to an independent sales representative relies on the representative to obtain information about the selling environment and share it effectively. To understand the influence of this communication, manufacturers' opinions of the quality of information provided to them was examined. Information quality was studied in relation to the manufacturer's trust and two antecedents to trust. The representative's performance and compatibility were examined. Using survey data collected from 115 manufacturers, a path analysis was completed to test hypothesized relationships. Findings indicate that improving the quality of information is related to increases in manufacturer trust and the antecedents.

INTRODUCTION

Outsourcing the sales function to independent sales representatives enables a manufacturer to focus more time on developing and managing core competencies, thus being able to leverage them to obtain a competitive advantage. Independent sales representative firms are called *manufacturers' representatives* in this article and denoted as *MRs.* The manufacturers they represent are termed *principals,* as they are commonly identified in the literature. Principals were asked in the study, described in this article, what they would like to be different when working with an MR. Fifty-seven principals responded to the question and sixteen of them described the need for better communication. For example, one "wished he (the MR) would respond quicker and wish he would just be honest when giving an answer and avoiding baloney." These comments and others indicate the importance of communication. Communication is the "glue that holds together a channel of distribution (Mohr & Nevin, 1990, p. 36) and influences the continuity of interfirm relationships (Anderson & Weitz 1989).

To understand the influence of communication in the MR-Principal relationship, the principal's opinion of information shared by an MR (i.e. Information Quality) was examined. It was studied in relation to the principal's trust in the MR. This article reports findings of the study that sought to answer two questions: (1) To what extent does the principal's perception of the quality of information, provided by the MR, influence the principal's trust in the MR? (2) To what extent does the principal's perception of the quality of information influence the principal's perceptions of antecedents to trust? Antecedents included in this study are MR Performance and MR Compatibility with the principal. The study makes two contributions to academic literature

pertaining to MRs. First, it breaks new ground by examining factors from the perspective of the principals; their opinions of MRs are considered. Previous research on the MR-Principal relationship is primarily based on opinions of MRs (e.g., Pass, Evans, Lastovicka, and Schlacter, 2012). The second contribution is that the study findings show the influence of quality information on the principal's trust perceptions in tandem with its influence on antecedents to trust.

BACKGROUND

The quality of information an MR provides the principal was examined in relation to trust, since trust is fundamental to successful MR-Principal relationships (McQuiston, 2001). Trust is the willingness to be vulnerable to the behavior of another because there is the belief that the behavior will be performed as expected (Mayer, Davis & Schoorman, 1995). It has been described as one's perceptions of another's credibility and benevolence (Doney & Cannon, 1997). With respect to the MR-Principal relationship, the *credibility* dimension of trust is the extent to which the principal can rely upon the MR to do what is promised. *Benevolence* is the extent to which the MR is truly interested in the success of the principal and wants to help the principal succeed.

A study of salespeople identified by principals as trusted advisors found that the quality of information they provide principals is a key component influencing trust perceptions (Neu, Gonzalez, and Pass, 2012). Several characteristics of information were considered when principals evaluated its quality. Some are related to information content (relevance, unbiased, and completeness) while other characteristics denote the process taken when sharing information (proactiveness, timeliness, frequency, and responsiveness). Therefore, Information Quality is defined for this study as the principal's perceptions of the information content provided by the MR and the process of sharing the information.

HYPOTHESES

The quality of information, based on a manufacturer's perceptions of content and the process of sharing, influences both components of trust (i.e. credibility and benevolence). Therefore, it is proposed that the principal's perception of information quality is positively related to trust in the MR. As the quality of the content improves (e.g., being relevant, unbiased, and complete), the *credibility* of an MR is likely to be greater. The *benevolence* component of trust increases as the process of sharing improves (e.g., showing greater proactiveness, timeliness, frequency, and responsiveness). It is also proposed that the quality of information is positively related to two trust antecedents: MR Performance and MR Compatibility. These are suggested in the literature as influencing trust perceptions (Ingram, LaForge, Avila, Schwepker, Jr., & Williams, 2015). In the literature, compatibility is referred to as likeability and performance is analogous to dependability. *MR Performance* is defined for this study as the principal's opinion of how well the MR generates sales for current and new products, acquires new customers, and meets the principal's expectation for sales. A positive relationship is proposed to exist between MR Performance and Information Quality. Support is provided by studies of communication among employees. Viewing the MR as

a quasi-employee of the principal, information content and sharing is similar to "communication" noted in the studies. They show a positive relationship between communication and employee participation that contributes positively to their motivation to perform (e.g., Kohli, 1985; Teas, 1982; Tyagi, 1985) and, presumably, performance improves. Therefore, as the quality of information improves the MR would be more involved with selling the principals products, thus leading to improved principal's perceptions of performance. A positive relationship is also expected to exist between MR Performance and the principal's trust in the MR. Ganesan (1994) explains that a vendor's satisfaction with an outcome of a supplier influences the vendor's opinion of the supplier's credibility. As noted, credibility is one dimension of trust. Therefore, as the principal becomes more satisfied with MR Performance, perceptions of credibility improve, thus leading to increases in the principal's trust.

MR Compatibility exists when the MR is perceived to be nice, friendly, and agreeable to requests made by the principal. As noted, information quality is denoted in part by the process taken when sharing information and the process entails proactiveness, timeliness, frequency, and responsiveness. These attributes also indicate the degree of customer orientation that an MR exhibits with the principal. Customer orientation is defined as "the set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers, and employees, in order to develop a long-term profitable enterprise" (Deshpande, Farley & Webster, 1993, Pg. 27). As greater customer orientation is perceived, the principal would report greater MR Compatibility that, in turn, influences the benevolence perceived by the principal. Benevolence is a dimension of trust so the principal's trust in the MR would also increase. These relationships are hypothesized as:

H1: The principal's perception of the *quality of information* shared by a manufacturers' representative is positively related to the principal's *trust* in the representative.

H2: The principal's perception of the *quality of information* shared by a manufacturers' representative is positively related to the principal's perception of manufacturers' representative *performance*.

H3: The principal's perception of the manufacturers' representative *performance* is positively related to the principal's *trust* in the representative

H4: A principal's perception of *quality of information* shared by a manufacturers' representative is positively related to a principal's perception of *compatibility* with the representative.

H5: The principal's perception of *compatibility* with the manufacturers' representative is positively related to the principal's *trust* in the representative.

METHODOLOGY

Principals working with MRs were asked to provide opinions of MRs by completing an online survey. Manufacturers' Representatives Educational Research Foundation (MRERF), member

associations of MRERF, and MRs completing the Certified Professional Manufacturers' Representative program provided manufacturer contact information. Directories of manufacturers were also reviewed for potential respondents. The research was supported by the Manufacturers' Representatives Educational Research Foundation (MRERF) and through a research grant from the College of Business Administration at Sam Houston State University. Of 485 manufacturers contacted, the questionnaire was completed by 115 respondents to yield a 23.7% response rate.

 Measures for constructs were based on previously published scales that were modified for the context of this study. Exploratory factor analysis was completed to determine final scale items to represent each construct. Table 3 presents scale items, reliability scores, and sources. Cronbach's alpha scores exceed the recommended .70 level (Nunnally, 1978). ANOVA analyses indicated no significant differences in opinions across industry types, sales volumes, and length of MR-Principal relationships. Annual sales volumes were reported at less than $20 million (45%), $20 million to $100 million (38%) and above $100 million (17%). Respondents have worked with the MRs less than 4 years (36%), 4-9 years (36%), or greater than 9 years (28%).

DATA ANALYSIS AND FINDINGS

 A path analysis was completed with LISREL 8.51 (Jöreskog and Sörbom, 2001) using a covariance matrix and maximum likelihood estimation with listwise deletion. Table 1 presents construct means, standard deviations, and correlations. Table 2 reports the modeling results shown in Figure 1. The fit indices align with those recommended (Hu & Bentler, 1999) for small sample sizes: a cutoff value close to .95 for TLI (NNFI) and CFI with cutoff values of .08 and .06 for SRMR and RMSEA, respectively. All relationships are significant with t-values greater than 2.00, thus supporting all hypotheses.

TABLE 1
MEANS, STANDARD DEVIATIONS AND CORRELATIONS

Correlations are significant at the p<.05   Pearson Correlations

Construct	Mean (n=115)	SD	1	2	3	4
1. Principal Trust	4.09	.890	1.00			
2. Information Quality	3.73	.960	0.79	1.00		
3. MR Performance	3.55	.872	0.75	0.83	1.00	
4. MR Compatibility	4.33	.669	0.71	0.73	0.65	1.00

TABLE 2
MODELING RESULTS: HYPOTHESES H1 – H5 (n=115)

From \ To	MR Performance	MR Compatibility	Principal Trust
Information Quality	H2 .83(16.04)	H4 .73(11.23)	H1 .41(3.67)
MR Performance	-	-	H3 .24(2.55)
MR Compatibility	-	-	H5 .26(3.32)
R^2	69%	53%	68%

Model Fit χ^2=1.37; p=.24, 1 df, RMSEA=.057, NNFI=.99
CFI=1.00, GFI=.99 AGFI=.94, SRMR = .014

Note: Loadings are standardized.   t-values are in parentheses

FIGURE 1
THE INFLUENCE OF INFORMATION QUALITY ON PRINCIPAL TRUST
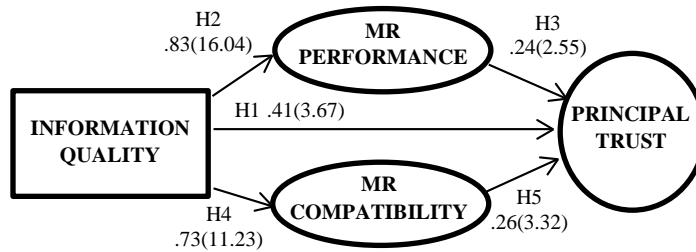
TABLE 3	
CONSTRUCTS, SCALE ITEMS, SOURCES AND RELIABILITIES	
Responses were to "This Salesperson…. (statement)" - Strongly Disagree (1) to Strongly Agree (5)	

Principal Trust (Cronbach's alpha =.97) **
1. genuinely wants our business to succeed.
2. is honest when dealing with us.
3. will tell us the truth about any situation.
4. is someone that we can depend on.
5. is trusted by people at my firm.
6. has high integrity.
7. is someone that we have confidence in.
8. is competent.

MR Compatibility (Cronbach's alpha =.96) **
1. is friendly.
2. is someone we like to hear from.
3. is someone we would say good things about.
4. is likable.
5. is agreeable when we request something.

Information Quality (Cronbach's alpha =.96)***
1. gives us good advice.
2. updates us regularly on customers' needs & preferences
3. shares information in order to help us.
4. gives us accurate information.
5. proactively tells us about things that may impact us.
6. frequently gives us information we may need.
7. responds quickly when we request information.

MR Performance (Cronbach's alpha =.93) ****
1. generates a high level of sales for our products.
2. regularly exceeds our expectation for sales of our products.
3. is capable of quickly generating sales for a new product.
4. is good at identifying customers for our products.
5. regularly meets our expectations for product sales.
6. does not meet our expectations for product sales.(R)

** Scale based on Doney and Cannon,1997 *** Scale based on Bailey and Pearson, 1983; Wang and Strong, 1996
**** Scale based on Sujan, Weitz and Kumar, 1994

CONCLUSION

 Study findings provide a practical direction for MRs wanting to build trust with principals. Taking steps to be sure that information content and the process of sharing the content satisfies the principal needs would influence the principal's trust in the MR as well as perceptions of compatibility and MR performance, thus ensuring a long-term relationship. If a low level of trust exists, the principal may find a different MR to sell products or may establish a direct sales force by hiring employees to handle the sales function. The R^2 value indicates that 68% of the variation in a principal's trust perceptions is related to the Information Quality, MR Performance, and MR Compatibility. The principal's perceptions of the antecedents are intertwined with trust formation so the influence of Information Quality on them further supports the need to consider how to improve the quality of information. The R^2 values showing variations of MR Performance and MR Compatibility associated with Information Quality are 69% and 53%, respectively. To be perceived as providing high quality information, the MR would want to focus on taking steps to

improve the principal's evaluations of characteristics related to information content (relevance, bias, and completeness) and ones associated with the process of sharing information (proactiveness, timeliness, frequency, and responsiveness).

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SERVICES MARKETING: A MEASURE THAT EXAMINES JOB-RELATED ATTITUDES OF EMPLOYEES IN THE SERVICE SECTOR

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ABSTRACT

Although part-time employees account for 28 percent of the labor force (Bureau of Labor Statistics, 2012), they continue to be on the "missing persons" list in organizational research Feldman asserted that research on part-time employees is critical because (1) of their sheer volume, (2) of their emergence as an important labor supply for entire industries such as healthcare and retail service industries, and (3) part-time work is an important employment opportunity for three major demographic groups in our society: younger workers, older workers, and female workers. Therefore, the purpose of this paper is to examine the job attitudes of part-time and full-time employees in two different service industries using the concept of partial inclusion as an underlying theoretical framework. Partial inclusion was noted by Miller and Terborg and Feldman as an important concept to examine in future research on part-time and full-time employees. Further, partial inclusion was first identified by Allport and later defined by Clinebell as "the extent to which individuals perceive themselves to be part of the day-to-day activities of the organization". Service industries were chosen because 87 percent of the part-time workers are employed in service industries. Additionally, approximately one in every four workers employed in the service sector is a parttime employee. The industries chosen were health care and retail sales. Both industries utilize a large percentage of part-time employees. Over 77% of retail employees today are classified as part-time. Three out of four hospitals report using part-time employees. By using two different service industries a comparison between industries can be made, which may enhance a service marketer's decision making process. Therefore, the following hypothesis is developed:

H1: Part-time employees will have lower levels of perceived inclusion than full-time employees.
H2: Part-time employees will have lower levels of job satisfaction than full-time employees. H3: Part-time employees will have lower levels of organizational commitment than full-time employees.
H4: Part-time employees will have lower levels of job involvement than full-time employees.

The results of this study indicate that it may be an error to assume that we may generalize findings to all part-time employees across industries. There were differences between part-time and fulltime retail sales associates with regard to levels of partial inclusion and job involvement; however, no such differences were found in the sample of health care employees. Surprisingly, the part-time retail employees had higher levels of inclusion and involvement than full-time employees

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INTERSECTIONALITY:
A PARADIGM FOR
CROSS CULTURAL ANALYSIS
OF CONSUMER IDENTITY

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ABSTRACT

This paper reports on research conducted to better understand how strength of ethnic identification and other demographic variables drive consumer identity categorization. Typically, studies on identity, based on ethnicity or other categories, concentrate on a single indicator. This research recognizes the validity of intersectionality, or multiple categorical alignments, and examines how temporal and situational the intensity of these choices may be. Two surveys were conducted. The first sampled American adult consumers of various ethnic backgrounds to examine how ethnicity affects views on ethnic identification. The second sampled college students in the Atlanta, Georgia area to examine how different ethnic groups rank the importance of various demographic identifiers. Descriptive statistics are provided for variables of interest, and ANOVA is applied to determine categorical differences on the Social Identity rankings by Ethnicity and Strength of Ethnic Identification by Ethnicity. Results indicate that Ethnicity is an antecedent to both Strength of Ethnic Identification and Social Identity.

MEASURING RETAIL STORE SERVICE QUALITY: THE DISPARITY BETWEEN THE RETAIL SERVICE QUALITY SCALE (RSQS) AND COMMENT CARDS

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ABSTRACT

Comment cards are often used by retail stores to assess service quality at the point of service. This study compares the attributes and dimensions measured by retail store comment cards to the attributes, sub-dimensions and dimensions of the Retail Service Quality Scales (RSQS) recommended by Dabholkar et al. (1996). A content analysis of retail store comment cards reveals that all five of the RSQS dimensions are being measured in the retail industry, although with different attributes. Findings reveal that the comment cards do not include two RSQS sub-dimensions, convenience (physical aspect) and promises (reliability), and eighteen of the RSQS scale items. Further, comment cards measure attributes that are not captured by RSQS, including the friendliness and professionalism of the sales staff, check-out, delivery, loading and availability of service, price, selection, value, condition, usability, styling and preference of the product, and the location of the store facilities. As retail stores transition to electronic capture of service quality data, the study findings are equally relevant to electronic survey construction.

THE DEVELOPMENT OF A SCALE
FOR THE MEASUREMENT OF
INTERNAL MARKETING IN SERVICE FIRMS

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ABSTRACT

This study focuses on the process of internal marketing within the context of relationship marketing as it applies to the services industries. The specific context of the present study is centered on the banking industry. A majority of studies have focused on the customer perspective, but have neglected to obtain managerial input. Thus, a scale was developed and tested which represented issues from the managerial perspective. Scale development was based on a two step process. First, four focus groups were conducted. The results of which were utilized in the development of a scale. The scale was tested via a survey sent to more than 5000 bank managers. The scale represents those elements comprising managerial input. These processes (i.e. planning, hiring, training, salaries, equipment, etc.) are typically done out of the sight of customers, but are crucial to the effective delivery of promises. The results of the study provide empirical support for the proposed scale, and provide the basis for measuring managerial input and perceptions. The scale suggests there are two dimensions for enabling promises which include the management-employee and the employee-customer interaction. The end result can have managerial implications in regards to resource allocation.

Key Words: Bank Marketing, Relationship Marketing, Enabling Promises, Scale Development, Internal Marketing, Services, Focus Groups