

Retail Therapy : Do Foreign Brands Give More Satisfaction Than Local Brands?

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ABSTRACT

Consumer spending and buying behavior driven by the desire to alleviate negative mood, known as retail therapy, are widely recognized in today's life. Smart marketers striving to provide best offerings to satisfy this kind of customers, yielding customers' satisfaction with their shopping experience and conclusively create customer loyalty. This research explored whether retail therapy performed by Indonesian's consumers. Moreover, we also investigated the influence of brand preferences, foreign vs local brands, in generating consumer's satisfaction after having retail therapy done. Our findings expand the retail therapy literature within the context of brand preference, that foreign brands give more satisfaction compared to local brands.

Keywords : retail therapy, foreign brand, local brand, consumers' satisfaction

Research Background

Consumer's spending and buying behavior driven by a desire to alleviate negative mood are widely common in everyday's life. Consumers are indulged with alluring shopping programs designed by marketers with the chase of enjoyable shopping experience as important precursor of shopping satisfaction. It is inevitable that on one side marketers spot the opportunity to attract customers attention to their mall, especially those who like to spend and purchase at the time of experiencing a negative mood. Conversely, smart marketers see the opportunity as a distinctive competence to provide best services for these specific customers, create inimitable atmosphere to enhance consumers' satisfaction. At the end of the shopping experience, consumers' satisfaction will become a proper indicator of future consumer loyalty.

Indonesian consumers have several unique characteristics compared to other countries. Kharis (2011) confirmed unique characteristics of Indonesian hedonic consumers as short term oriented, religious, high need of prestige, strong subculture, and high preference of foreign brands. Further, Kharis acknowledged unplanned buyer as another characteristics demonstrated by most Indonesian hedonic consumers. Otherwise, there has not been researched that some these Indonesian shoppers are also shopped consciously in terms of retail therapy. The circumstances that retailers continuously improve their offerings and increasingly create numbers of shopping mall in several major cities in Indonesia, such as Jakarta, Surabaya, Medan, Makassar and many others, instigate the opportunity to explore consumers' retail therapy behavior. Research found that consumers can shop more convenience and get more satisfaction within a large range of shopping programs during retail therapy. Fortunately, increasing consumers' satisfaction with their shopping experiences also generate more benefits for retailers.

This study proves that retail therapy is performed by the Indonesian consumers to overcome their perceived negative mood. This paper will first begins with a brief literature related to retail therapy then followed with hypotheses proposed in the study. The next section will presents research methodology conducted from data collections to hypotheses testing. At the end of the paper we will discuss about research findings, research implications and limitations of the study. The research questions of this study were : 1) Does retail therapy motivation influence consumer's satisfaction? 2) Do foreign brands create different level of satisfaction compared to local brands during retail therapy? 3) What product that gives highest satisfaction for Indonesian consumers in retail therapy?

Literature Review

Mood in marketing research

Research on mood proves that consumers who experiencing negative mood have a higher desire to possess a product, spend money, and consume a product than consumers at neutral feeling (Kacen and Friese, 1999; Kang,

2009; Ragunathan and Corman, 2004; Rucker and Galisky, 2008). Negative mood will improve one's self focus and encourage consumers to take some actions in order to reduce negative effects of this mood (Kacen, 1998; Kacen and Friese, 1999; Luomala, 2002). They will also engage in compensatory consumption (Woodruffe, 1997; Woodruffe-Burton, 1998; Yurchisin, Yan, Watchravesringkan, and Chen, 2008). Negative mood occurs for many reasons, One's experiences coming from internal causes (from their own actions) or external causes (from outside customers). Unpleasant events experienced by consumers in their everyday life such as traffic jams while driving to or going home from work, feeling angry from being disgraced by superiors, frustration from not getting fans concert tickets which was keenly awaited, the sorrow of losing the loved one, and many other reasons which can be happen to anyone in a random manner.

In terms of mood repair, consumers even do retail therapy (retail shopping) consciously with the aim of improving mood when experiencing anger, anxiety, or sadness (Kang, 2009). Kang further finds that marketers are beginning to realize the needs of consumers associated with retail shopping and start creating a variety of facilities to be able to provide a more enjoyable shopping experience for consumers. Because there is satisfaction attainment after engaging in retail therapy, this activity considered as a positive activity since it helps consumers to overcome their perceived negative mood and get back to their daily routines lively. The fact that consumers do retail therapy in their consciousness demonstrates that this activity is different from the compensatory consumption, one that tends to end up with disappointed feeling after making purchases in shopping experiences.

Shopping as mood alleviation method

Shopping behavior to improve one's mood is part of self-regulation methods. Károly (1993) states that self-regulation is a process, both internal and/or transactional, that enable individuals to direct the activities of objectives achievement within a certain time and in the context of the changing situations. Furthermore Luomala et al (2004) defines self-regulation of mood as individual behavior that is driven by the mood which has been done to achieve the goal to extend or enhance positive mood or to remove or overcome the negative mood. In this study, the mood repair hereinafter defined as individual behavior that is driven by the negative mood and performed with the aim to eliminate or overcome the negative mood.

Retail Therapy

Retail therapy literatures come in two approaches, the consumption in the mood repair and compensatory consumption. Within the mood repair literature, retail therapy is a strategy for self-regulation of negative moods. While in the compensatory consumption literature, retail therapy is an activity undertaken as compensation for psychological deficiency experienced by consumers. Research shows that consumers who make purchases in these two situations are both experiencing a negative mood and spending their money to cope with negative mood (Kang 2009). However, as self-regulation's strategy, in retail therapy conscious consumers use shopping activity to cope with negative mood and tend to obtain higher satisfaction after having retail therapy done. Consumers who engage in retail therapy does not always end up with product purchases, browsing experience while in the store for some consumers have been enough to give the effect of mood repair and create a positive evaluation of the stores visited. Definition of retail therapy in this study is then the behavior of consumption, including spending and purchases, to improve one's negative mood.

Retail Therapy Motivations

This research will discuss retail therapy from the viewpoint of mood repair, to emphasize the positive benefits obtained by consumers from shopping activities done. Products purchases in therapy shopping play an important role in improving mood, reinforce the reason that there are different consumers experience when making retail therapy and engaging compulsive buying. Referring to Luomala et al (2004), when consumers activity in the mood repair has the power of therapy, particularly therapy through consumption, mood repair activity through retail therapy can provide such benefits as distraction, self-indulgence, and activation for consumers.

Distraction, self-indulgence, and activation were 3-related benefits that become one's motivation of spending and purchasing in retail therapy (Kang 2009). Distraction is the benefit of gaining pleasure from the thought of purchasing a product. Self-Indulgence is the benefit gained when a person feels happy after going shopping to get something they like for themselves. While browsing in the store to look for information for purchase in the future or learn the latest trends identified as activation benefit. People who want to benefit distraction and self-

indulgence used retail therapy for the purpose of mood repair, while the activation related to the purpose to eliminate the feelings of sadness or depression.

Furthermore, Kang (2009) identifies consumer motivations in making retail therapy as : positive distraction, escape, indulgence, elevation of self-esteem, activation, sense of control, and social connection. Each consumer motivation represents the underlying reason for purchasing activity and consumer spending in overcoming their negative moods or emotional needs through retail therapy :

- Positive distraction is the motivation to forget the negative mood in search of entertainment via shopping.
- Escape is the motivation related to physical activity undertaken as a contribution to the negative mood, through physical experience gained from shopping environment.
- Indulgence consists of the responses that focused on maximizing pleasure in reducing the negative effects of mood, where the shopping experience will give pleasure in a short time and have broad impact.
- Elevation of self-esteem consists motivation to benefit from a varying ways such as feeling happy to meet with someone, feeling to get the desired identity, feeling proud, confident, and others.
- Activation consists of motivation indicating that the shop can make a person active in a variety of ways, such as the stimulation of feelings, learning new things and feeling up-to-date, and mental stimulation and physical abilities.
- Sense of control is intended to gain control over something when someone loses the control he/she had.
- Social connection is the motivation for someone to get an ideal of social relationships through the people they met while shopping, which they do not get in everyday life.

Brands in Retail Therapy

Recently, competition among brands has become more complicated as the number of foreign brands increase in developing markets. Consumers in developing markets possess various motives for purchasing foreign brands, including higher prestige and higher satisfaction. Research into the underlying reasons that drive this purchase decisions is significantly important, since the findings will provide marketer a better understanding of why consumers in developing countries choose to purchase foreign brands instead of local brands (Steenkamp, Batra, dan Alden 2002; Wong and Zhou 2005). Even though research on foreign brands have been widely noted in the literature, there is still a lack of research on consumer's satisfaction between local brand and foreign brands within retail therapy context.

In retail therapy, the higher level of negative mood perceived by consumers, the greater the tendency to engage in hedonic shopping (Kang, 2009). Furthermore, Kang also found that the more expensive the price of a product purchased during a retail therapy, the higher the level of satisfaction obtained by the consumer. This fact bring forth the proposition that differences in brands, local and foreign, will be analogously to the consumers satisfactions as well as price. Consumers' perception that foreign brands have a higher hedonic value than local brands will provide different levels of consumers' satisfaction in retail therapy.

Research Hypothesis

Based on literature review above, we proposed research hypotheses as follows:

Hypothesis 1 : Positive distraction motivation of retail therapy has significant influence on consumers' satisfaction

Hypothesis 2 : Escape motivation of retail therapy has significant influence consumers' satisfaction

Hypothesis 3 : Indulgence motivation of retail therapy has significant influence on consumers' satisfaction

Hypothesis 4 : Elevation of self-esteem of retail therapy has significant influence on consumers' satisfaction

Hypothesis 5 : Activation motivation of retail therapy has significant influence on consumers' satisfaction

Hypothesis 6 : Sense of control motivation of retail therapy has significant influence on consumers' satisfaction

hypothesis 7 : Social connection motivation of retail therapy has significant influence on consumers' satisfaction

Hypothesis 8 : There is significant different level of consumers' satisfaction between local brands and foreign brands purchasing within retail therapy

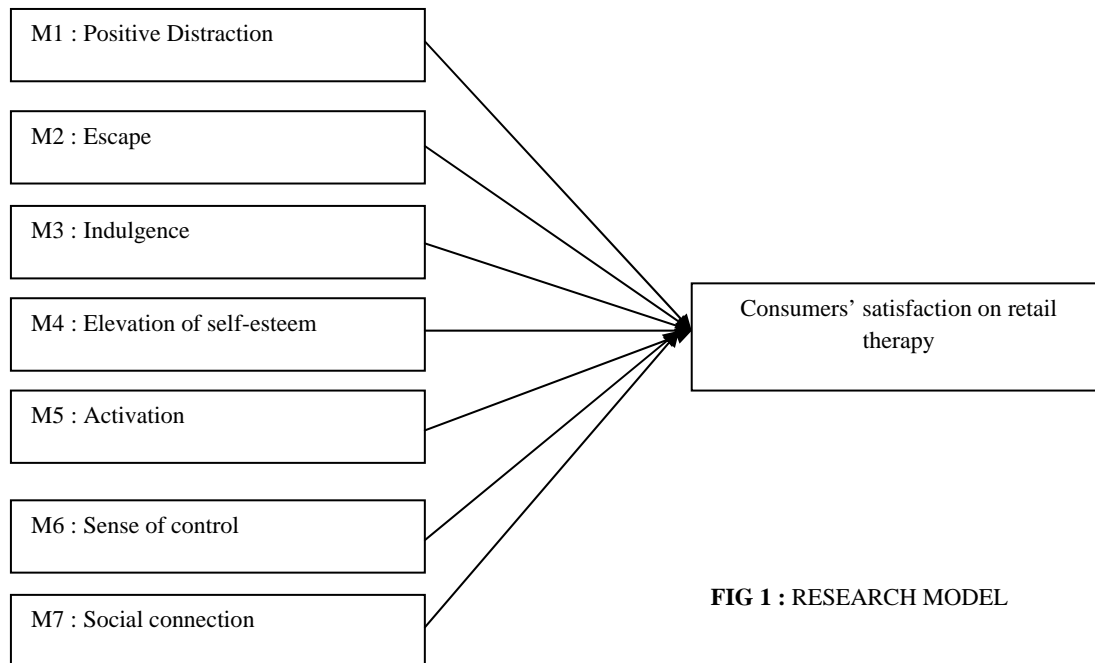


FIG 1 : RESEARCH MODEL

Research Methodology

The population of this study were undergraduate students from private universities located nearby 4 leading shopping malls in Jakarta. Samples were taken randomly using convenience sampling method with a total number of 200 students. Given the nature of retail therapy as mood alleviation method investigated in this study, the use of students as actual consumers is considerably appropriate. The respondents' age ranged from 18 to 22 years old (with an average age of 20 years old), 69.5 percent were female and more than 78 percent came from Jakarta. A mug with handpainted design was offered to each respondent as an appreciation for their participation.

The questionnaire was adapted from Kang (2009). The first part of the questionnaire was designed to clearly differentiate whether the respondent is a retail therapy shopper. The second part measured respondents' motivation on retail therapy, and the last part measured their satisfaction from purchasing local brands versus foreign brands during retail therapy. Respondents were asked to indicate their responses on 7 point Likert scales ranging from 1 (very disagree) to 7 (very agree) which measured their motivations, brand preferences, and satisfactions in the context of retail therapy. Relevant demographic information was also elicited. The data was collected across six product categories : fashion, gadget, electronic and home appliance, automotive accessories, jewelry, and others Variables, definition, and indicators are presented at table 1 below.

TABLE 1 : VARIABLES, DEFINITIONS AND INDICATORS

Variables	Definitions	Indicators
<p>Motivation of Retail Therapy</p> <ul style="list-style-type: none"> • Positive distraction • EscapE • Indulgence • Elevation of self-esteem • Activation • Sense of control • Social connection 	<p>Consumers motivation to take benefit of retail therapy shopping</p> <ul style="list-style-type: none"> • Motivation to forget negative mood via shopping • Motivation related to do physical activity (go shopping) as a contribution to negative mood • Motivation to maximizing pleasure in reducing negative mood • Motivation to benefit from meeting someone, get identity, feeling proud, confident, etc by doing shopping • Motivation that shop can make a person active by stimulating feelings, learning new things, feeling up-to-date • Motivation to gain control over something through shopping • Motivation to get ideal social relationships through shopping 	<ul style="list-style-type: none"> • Shopping will make me forget my bad mood • When I feel upset I go shopping to buy things that will make me happy • When I'm getting angry, shopping will make me feel relieved • I like to go shopping when I am in bad mood • Walking in the shopping mall aisle and find something nice to buy will make me feel better after having bad days in my college • When I feel bad I like to spend hours shopping things to please my self • Shopping is the best medication for bad mood • After having a difficult exam I deserve a great shopping time • I feel proud after buying things at exclusive shopping mall in town during bad mood alleviation • Meet someone I know during shopping get me more confidence feeling • I feel no more bad mood after shopping at leading shopping mall in town • I feel happy after purchasing new released product at my favorite shopping mall • I like the up-to-date feeling of recognizing the latest product trend offered in the leading shopping mall • Go shopping after failing exam get me a feeling that I can have a better control of my next exam • After having bad days I feel better to go shopping with my best friends
<p>Brand Preferences</p>	<p>Consumers preferences on product brand purchased during retail therapy</p>	<ul style="list-style-type: none"> • When I go shopping, I like to buy product with foreign brands better than local brands
<p>Consumer satisfaction</p>	<p>Consumers satisfaction after engaging retail therapy</p>	<ul style="list-style-type: none"> • I feel satisfy with my shopping experience • I feel satisfy with shopping programs offered by leading shopping mall in town • I feel satisfy with the product I buy during negative mood alleviation

Source : Adapted from Kang (2009)

Results, Implications, and Limitations of Research

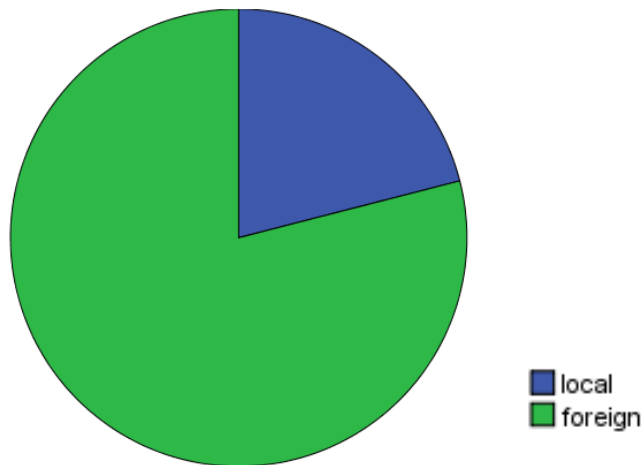
Research measurements for this study are confirmly reliable and valid. Cronbach’s alpha estimate is 0.684 and factor loadings of all items confirming strong validity in wich it exceeded the recommended level 0.5. All hypotheses in this study were significantly supported. Each retail shopping motivations significantly influence consumer satisfaction after having retail therapy. Table 2 presents summary of significance level and t value for each motivations (M1-M7). All regression models for each motivation-satisfaction relationship are significance at 95% confidence level. Therefore, hypotheses 1 until 7 are statistically supported.

TABLE 2
SUMMARY OF SIGNIFICANCE AND T-VALUE

Model	Sig.	t-value
M1	.000	14.889
M2	.000	14.215
M3	.000	14.451
M4	.000	13.908
M5	.000	11.998
M6	.000	15.629
M7	.000	11.783

From the statistical test of consumers’ preferences between local brands and foreign brands during retail therapy shopping 42 students or 79 percent of total respondents score foreign brands higher than local brands. Figure 2 shows pie chart of consumers’ brand preference in retail therapy. Students were also proven to have higher satisfaction when buying foreign brands (Mean 5.5380; sig. 0.00) compared to local brands (Mean 5.1190; sig 0.00).

FIG 2 : CONSUMER’S LOCAL VS FOREIGN BRAND PREFERENCES

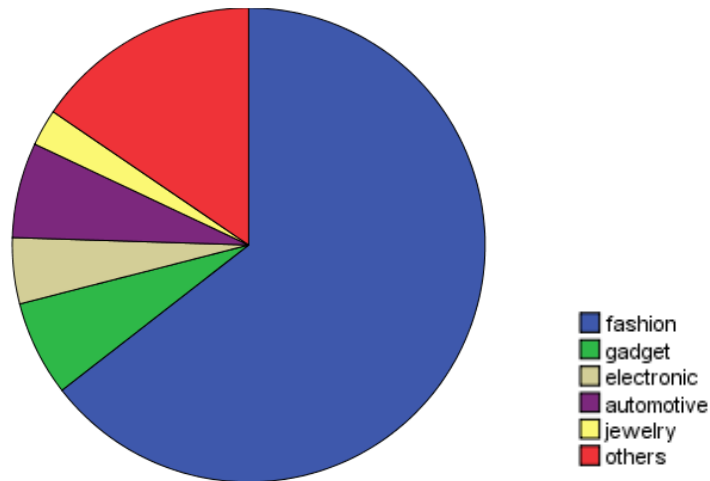


Consumers' product category choices during retail therapy was significantly high on fashion product, both for local and foreign brands (64.5 percent). In table 3 we can see frequencies of each product category chosen by respondents and figure 3 presents this product category pie chart.

TABLE 3 : PRODUCT CATEGORY CHOICE FREQUENCY AND PERCENTAGE

Product category	Frequency	Percent
fashion	129	64.5
gadget	13	6.5
electronic	9	4.5
automotive	13	6.5
jewelry	5	2.5
others	31	15.5
Total	200	100.0

FIG 3 : PRODUCT CATEGORY CHOICE CHART



When we take a closer look on product brand choices, students preferred to buy foreign brands (49.5 percent) than local brands (15 percent). Other comparisons of students' choices between local brands and foreign brands are presented at table 4 and 5 below.

TABLE 4 : FREQUENCY AND PERCENTAGE OF LOCAL BRAND CHOICE

Product	Frequency	Percent
fashion	30	15.0
electronic	2	1.0
automotive	2	1.0
jewelry	2	1.0
others	6	3.0
Total	42	21.0

TABLE 5 : FREQUENCY AND PERCENTAGE OF FOREIGN BRAND CHOICE

Product	Frequency	Percent
Fashion	99	49.5
Gadget	13	6.5
Electronic	7	3.5
Automotive	11	5.5
Jewelry	3	1.5
Others	25	12.5
Total	158	79.0

Results of this study invigorate the retail therapy literature in the relationship between consumers' motivations and consumers' satisfaction after engaging retail therapy (Kacen 1998, Kang 2009, Yuchirsin et al 2008). Marketers can use this evidence to develop a more appropriate retail marketing strategy Indonesian consumers. Since consumers' satisfaction can be the precursor of consumers' loyalty in the long term, this study give directions about how Indonesian consumers' perceived that foreign brands will create better satisfaction compared to local brands. International marketers might see positive opportunities to introduce their products in Indonesian markets, especially for fashion products as fashion products were also proven by Woodruffe (1998) and Kang (2009) to be highly chosen by consumers.

According to this study, Indonesian consumers did not buy local brands' gadget, but 6.5 percent of gadget with foreign brands were bought during retail therapy shopping. This can be explain from varying point of views, that Indonesian consumers might perceived foreign brands have higher quality than local brands, inadequate information about local brands, or as simple as prefer to buy other things for their retail therapy. Further study can investigate the underlying reason for this circumstance to better understand Indonesian consumers' product preferences. Other product categories such as electronic and home appliances, automotive accessories, jewelry and others also differ in percentage between local brands and foreign brands. There are extensive area to be research within the context of consumers' preferences of local vs foreign brands.

This study have several limitations. First, we only collected data from students of several major universities which locations are closely to 4 leading shopping malls in Jakarta. Students' purchase power might have influence on product category chosen. There is a need to investigate a broader range of consumers, from different age group or different environment (employment status, ethnic groups, income levels, etc). Secondly, previous research noted that women have higher satisfaction than men after purchasing product at retail therapy condition. This study only recorded a higher frequency of women respondents. Finally, this study was done only in Jakarta which might not accurately represented Indonesian consumers as a whole. To give a better information about Indonesian consumers for local and international marketer, further research is needed to be done in other major cities in Indon

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53. Theoretical Interfaces for a Coherent Picture of MNCs' role in Global Environmental Governance
Maarit Laihonen, Aalto University School of Economics, Finland
54. CSR for channel relationships in the food sector: Evidence from Italian SME manufacturers
Fabio Musso, University of Urbino, Italy
Mario Risso, University of Rome, Italy
55. Corporate Governance and Audit Function: An Indian Perspective
Suveera Gill, Punjab University, India
56. The cooperatives between economic and social excellence
Elisa Chiaf, Davide Giacomini, Mario Mazzoleni, University of Brescia, Italy
57. Corporate governance structure and the impact on the generation of competences in human resource management and financial performance
Jorge Pelayo-Maciel, University of Guadalajara, Mexico
Gregorio Calderón-Hernández, Héctor Mauricio Serna-Gómez, National University of Colombia, Colombia.
58. Building Capabilities for Sustainability of Foreign Multinational Enterprises in China
Dr. Maria Lai-Ling Lam, Malone University, USA
59. Consumer and Corporate Social Responsibility — Hand in Hand for Sustainable Development: A Fair Trade Example
Magdaléna Jurkovičová, Ján Rudy, Comenius University in Bratislava, Slovak Republic
60. Ethical climate of Public Sector organizations in Australia
Theodora Issa, David Pick, Curtin University, Australia
61. Exploratory analysis of CSR practices in Mexican agricultural companies
Katia Beatriz Villafán Vidales, Jorge Luis Alcaraz Vargas, José Odón García García, Universidad Michoacana de San Nicolás de Hidalgo, Mexico
62. Corporate Governance and Firm Performance: Evidence from India
Sudershan Kunthuru, Indian Institute of Management Kozhikode, India
Faresa Fatima, JNTU University, India
Mohd. Akbar Ali Khan, Osmania University, India

63. Constituents of Global Mindset Intensity: Empirical Evidence from a Study of Japanese Managers
Subramaniam Ananthram, Richard Grainger, Curtin University of Technology, Australia
Hideo Tominaga, University of Hyogo, Japan
64. Macao: A Study on the Impact of Global, Regional and Local Forces
Alessandro Lampo, Leanda Lee, University of Saint Joseph, Macao SAR
65. The drivers of Corporate Social Responsibility in the supply chain: A case study
Maria V. Ciasullo, Giulia Monetta, University of Salerno, Italy
66. A Content Analysis of Whistleblowing Policies In Indian IT Sector Companies
Madhusree Mukherjee, Madhu Agnihotri, St.Xavier's College, India
67. Directors Management in the Electronics Industry and Its Relationship with Environmental Performance Strategies.
Humberto Palos Delgadillo, Juan Antonio Flores Mora, Universidad de Guadalajara, Mexico
68. Governance and Design in Infrastructure Public-Private Partnerships: The Indian Experience with the Bangalore International Airport.
Kalpna Gopalan IAS., Indian Institute Of Management, Bangalore, India
69. Examining “Letters to the Shareholders” of Fortune 500 Companies: A Content Analysis
Richard L. Peterson, Ram Subramanian, Montclair State University, USA
70. Intellectual Property Rights and Corporate Governance challenges- a case of Britannia and Danone
Padma Srinivasan, Manipal University, India
71. Board Room to Battlefields of Family Wars – Learnings from Reliance-MTN deal
Padma Srinivasan, Manipal University, India
72. The widening horizons of commercial corruption in developing countries – A case study.
George Shenoy, Singapore Management University, Singapore

Section 4: Managerial, Leadership & HRM Issues:

73. Change Management: The Inspirational Role of a Change Leader
Yaseen Zahi, AL Ghurair University, UAE
74. A Study on the Relationship of Market Orientation, Quality Orientation and Business Performance
Peng Du, Zhongnan University of Economics and Law, China
75. Talent Management Philosophies and Practices in the Chinese Multinational Corporations: An Empirical Study
Yi Liu, Cecil A. L. Pearson, Samir Ranjan Chatterjee, Curtin University of Technology, Australia
76. The Study of Job Satisfaction and Organizational Citizenship Behavior (OCB) in the Thai Retail Industry
Wanee Saepung, Sununta Siengthai, Asian Institute of Technology, Thailand
77. Sound Labour Relations at Enterprise Level in Thailand.
Vichai Thosuwonchinda, Kasem Budit University, Thailand
78. Real Option Value Effects of Cross-Border Acquisitions by U.S. Multinational Enterprises
Dong-Kyoon Kim, Montclair State University, USA
79. The Internationalization of Religious Organizations: Expansion Strategies in Africa
Bernard Korai, André Richelieu, Laval University, Canada
80. Crisis of habitus: the experiences of South Asian migrant managers and professionals in Australia
Syed M. Mohyuddin, David Pick, Curtin University of Technology, Australia
81. The Influence of Cultural Differences on the Perception of a Web Site. A Comparison between Mexico and Spain
Juan Antonio Vargas-Barraza, Universidad de Guadalajara, Mexico
Monica Libertad Gomez-Suarez, Universidad Autonoma de Madrid, Spain
82. The Mediating Effect of Knowledge Sharing Behaviors on Employee Job Satisfaction in the Context of Learning Organization
Monthon Sorakraikitikul, Sununta Siengthai, Asian Institute of Technology, Thailand

83. Implementation of Lean Principles to Non-Manufacturing Processes
Milan Fekete, Zuzana Miklošiková, Comenius University Bratislava, Slovak Republic
84. A Study of Job Satisfaction in relation to Occupational Stress of Executives
Shyam Lata Juyal, K.G.M. Gurukul Kangri University, India
85. Strategic Management Using Evaluative Process Methods
Vasanthi Peter, Open Polytechnic of New Zealand, New Zealand
Raja Peter, Massey University, New Zealand
86. Wage Determination and Discrimination According to Gender Using Different Preferences of Men and Women
Lenka Filipova, Zuzana Machová, VSB-Technical University of Ostrava, Czech Republic
87. Manufacturing Dissent: Domestic and International Ramifications of China's Summer of Labor Unrest
Francis Schortgen, University of Mount Union, USA
Shalendra Sharma, University of San Francisco, USA
88. Ethical Leadership and Effective Leadership: An Analysis Based on the Results of the GLOBE Student Research in Slovakia
Anna Remišová, Anna Lašáková, Comenius University in Bratislava, Slovak Republic
89. Handling Cultural Diversity - Cultural Intelligence and its Importance
Rozalia Sulikova, Comenius University in Bratislava, Slovak Republic
90. Is It the Same Old Story? It Is the Modern Business Management!
Cezar Scarlat, Elisabetta Pavan, University politehnica of Buharest, Romania
91. Australian management perceptions of the performance management – firm effectiveness conundrum
Alan R Nankervis, RMIT University, Australia
92. The Relationship of Business Strategy and Human Resource Management Practices on Private and Public Limited Companies in Malaysia
Koon Vui Yee, Juhary Ali, Asia e University, Malaysia
93. Employee gender characteristics among retail sectors
Antonio Travaglione, Joshua Chang, Curtin Business School, Australia

94. Mindfulness-Based Stress Reduction (MBSR)
V. Narendran, Raveendra Babu M.C, Mohan Lal Sukhadia University, India
95. The Influence of Work Motivation, Job Resources and Work Engagement on Proactive Behavior
Lintang Ayuninggar, Amin Wibowo, Universitas Gadjah Mada, Indonesia
96. The Killer Stress
V. Narendran, Raveendra Babu M.C, Mohan Lal Sukhadia University, India
97. Relationships between culture and values: A comparative study between Finland and India.
Vesa Routamaa, University of Vaasa, Finland
Nivedita Debnath, Avery Dennison (India) Private Ltd, India
98. Employee control and choice in workplace grievance resolution processes
Dr Penny Webster, RMIT University, Australia
99. Methodology of determining the basis of corporate social responsibility towards Employees.
Anna Remišová, Zuzana Búciová, Comenius University in Bratislava, Slovak Republic
100. Employee motivation as a part of human resources activities
Nadežda Fuksová, Slovak University of Technology in Bratislava, Slovak Republic
101. Impact of international remittances on schooling in the Philippines: does the relationship to the household head matter?
Tomoki Fujii, Singapore Management University, Singapore
102. Religion in the United States: Focusing on Islamic Interest Free Financing idea for The American Market?
Nadeem Firoz, Montclair State University, USA

Section 5: Financial Markets, Accounting & Regulatory Issues:

103. Go global to Japan: Analysis of Inward FDI Distribution.
Victoria Kravtsova, Hitotsubashi University, Japan
104. Corporates Codes of Conduct and Business Principles in Light of the Goldman Sachs Lawsuit Settlement
Marion S. Mogielnicki, Montclair State University, USA

105. Stock volatility and pension funds' holdings in an individual capitalization-based system
Viviana Fernandez, Universidad Catolica de Chile, Santiago-Chile
106. Investigating Tax Difficulties and Tax Agents' Involvement in the Malaysian Corporate Tax System
Khadijah Isa, Jeff Pope, Curtin University of Technology, Australia
107. Credit quality and economic development in China
Loris Nadotti, Manuela Gallo, University of Perugia, Italy
Valeria Vannoni, University of Rome, Italy
108. Differentiating Actors from Non-Actors: The Case of Fraudulent Financial Reporting
Vasant Raval, Creighton University, USA
109. Changing Facets of FDI and Conceptual Issues in Internationalization
Debdeep De, Jaypee Institute of Information Technology, India
Pinaki Dasgupta, Indian Institute of Foreign Trade, India
110. Hybrid methodology for Evolving Strategies to Improve the Relative Efficiencies in Banking Sector
Vishnuprasad Nagadevara, Indian Institute of Management Bangalore, India
111. The Effects of Tax Policy on SMEs in Thailand
Papaporn Chunhachatrachai, Jeff Pope, Curtin Institute of Technology, Australia
112. Factors that influence Sukuk Retail in Indonesia
Nevi Danila, STIE Malangkececwara, Indonesia
113. Net Interest Margin and Asset Liability Management of Banks in India: An Empirical Investigation
Madhu Vij, University of Delhi, India,
M. C. Kapoor, Indian Business School, Gurgaon, India
114. Debt incorporation to the capital structure in Mexico: A study with panel data.
Juan Gaytan-Cortes, Jose Sanchez-Gutierrez, Marla Patricia Martinez-Eguino, University of Guadalajara, Mexico.
Joel Bonales-Valencia, University Michoacana de San Nicolás de Hidalgo, Mexico.

115. Statistical study of market value indexes as an optimal equilibrium portfolio in Spanish, Mexican, and New York Stock Exchanges from January 2002 to December 2010.
María Isabel Martínez-Torre Enciso, Universidad Autónoma de Madrid, Spain
Oscar De la Torre-Torres,
Universidad Michoacana de San Nicolás de Hidalgo, Mexico.
116. Comparative Analysis of Islamic Banks and Conventional Banks in the UAE
Aqila Rafiuddin, BITS Pilani, UAE
Zafar Alam, Al Ghurair Univeristy, UAE
117. Strategic Leadership: Innovation as a Strategy for Competitive Advantage in Banking
Rajeshwari Narendran, Ranjith Nayar, Mohanlal Sukhadia University, India
118. The Changing Landscape of the Indian Banking Industry: An Empirical Study
Sivakumar Venkataramany, Ashland University, USA
Balbir B. Bhasin, Sacred Heart University, USA
119. Are Spillovers from Japanese FDI larger than from U.S. FDI? Evidence from Backward Linkages in Mexico's Manufacturing Sector
Leo Guzmán Anaya, Universidad de Guadalajara, Mexico
120. Investment Strategy of the Temasek Holding
Jozef Komornik, Martin Vozar, Management University Comenius, Slovak Republic
121. Financial Wisdoms Reexamined from Stock Market History
Yanli Zhang, Montclair State University, USA
Edwin Hamilton, Research Scientist, USA
122. Compensation at American Commercial Banks Before and After the Financial Crisis of 2007-2008.
Richard Lord, Montclair State University, USA
123. FDI in Banking Services: An Analysis of 'Behind the Border' Regulations
Pralok Gupta, Indian Institute of Management, India.

124. Information Transmission Mechanism between Chinese and the US Stock Markets during Financial Crisis: Evidence from Intraday and Overnight Volatility Spillover Effects.
Yusaku Nishumura, Institute of International Economy, China
Ming Men, Yufeng Mao, School of International Trade and Economics, China
125. Accounting for Inventories: The FASB/IASB Convergence Project and the Future of LIFO Method
Ramesh Narasimhan, Montclair State University, USA
Shifei Chung, Rowan University, USA
126. Dissatisfaction variables of clients in the Croatian banks
Mirko Palić, Andrea Razum, University of Zagreb, Croatia
Ivana Brezonjić, Privredna banka Zagreb, Croatia
127. Management? Leadership? Ethics? and - the Global Financial Crisis.
Alan Montague, RMIT University, Australia
128. The Development of Foreign Direct Investment in Emerging Countries.
Jorge Luis Alcaraz Vargas, Priscila Ortega Gómez, Universidad Michoacana de San Nicolás de Hidalgo, Mexico
129. The fundamental factors effect on extensiveness disclosure of financial reporting through company's website.
Emmy Indrayani, Delvita Dita Putri Anggrayni, Gunadarma University, Indonesia
130. Accounting Disclosures of Corporate Social Responsibility: An Explanatory Case Study on a Large Conglomerate in Srilanka.
A.A.J. Fernando, University of Sri Jayewardenepura, Sri Lanka
Indra M. Pandey, Delhi University, India
131. Additional Evidence on Audit Report Lag in Malaysia
Rohami Shafie, Wan Nordin Wan-Hussin, Mohamad Naimi Mohamad-Nor, Universiti Utara Malaysia, Malaysia
132. Could FDI Really Enhance Technological Capability and Economic Progress?
Tung-lung Steven Chang, Hyun Sang, Long Island University, USA
133. Factors Influencing Individual Investor Behaviour: An Empirical study of the Indian Financial Market
Anil Kumar, Vijayalakshmi Institute of Hospitality Sciences, India

134. The Euro Crisis: Greece is Definitely not the Main Culprit but Rather a Victim of the EU “Double Standards” Policies.
Dusan Soltes, Comenius University in Bratislava, Slovak Republic
135. The New Regulatory Concerns and Regulatory Management.
Gouher Ahmed, Al Ghurair University, UAE
136. Strategic Options for Vietnam in the East Asian and Global Economy
Guy Schulders, Centre for Diplomatic and Strategic Studies, France
Phillip LeBel, Montclair State University, USA
137. Is the Proposed Direct Tax Code a Boon or a Burst to FII’s in India
P. Srinivas Subbarao, M.R.P.G. College, India
138. Portfolio optimization using PCA
Mária Bohdalová, Michal Greguš, Comenius University in Bratislava, Slovak Republic
139. Family Finances
Jozef Komornik, Ján Janač, Comenius University in Bratislava, Slovak Republic
140. ICAAP – Challenges and Opportunities for Slovak Commercial Banks
Anna Pilková, Peter Králik, Comenius University in Bratislava, Slovak Republic
141. Relationship between Asian stock Markets: A co-integration Approach
Noheed Khan, Awad Raheel, The University of Faisalabad, Pakistan

Section 6: International Marketing & Supply Chain Management:

142. An Empirical Study on the Relationship between Total quality management, ISO9000 and Performance
Peng Du, Zhongnan University of Economics and Law, China
143. A Sourcing Model from a Cost Heterogeneous Supply Base
Jishnu Hazra, B. Mahadevan, Indian Institute of Management, India
144. A Conceptual Model of the Marketing Practices in Small and Medium Information and Communication Technology (ICT) Companies
Thelma Solomon, Raja Peter, Barbara Crump, Massey University, New Zealand
Alan Coetzer, Edith Cowan University, Australia

145. A Communication-Based Conceptual Mapping of the Supply Chain and its Link with Corporate Reputation
Rossella C. Gambetti, Mattia Giovanardi, Università Cattolica del Sacro Cuore, Italy
146. Customer Relationship Management with Help of Data Mining Techniques
Peter Štarchoň, Lucia Vilčeková, Comenius University in Bratislava, Slovak Republic
147. An Investigation of the Image Congruence of Global Consumer Brands and Consumers' Self-image: A Cross-cultural Perspective
Longfei Li, Nitin Sanghavi, Claudio De Mattos, University of Manchester, UK
148. An Approach to Engaging with Customers Enrolled in Rewards Program
G. Shainesh, V Nagadevara, Indian Institute of Management Bangalore, India
149. Analysis on Market Expansion Strategy of Luxury Brands in China: The Evidence of LV (Louis Vuitton)
Mingxia Zhu, Xiaolin Zhang, University of International Business and Economics, China
150. Is There Free Lunch in the Stock Market? —A Theoretical Analysis Based on Stochastic Process
Ming Men, Tianbi Men, School of International Trade and Economics, China
151. Measuring Perceptions of the Quality of Logistics Service of 3pl Services Providers Avocado Exporting Companies in Michoacán, México
Marco Alberto Valenzo Jimenez, Jaime Apolinar Martinez Arroyo, Jose Cesar Lenin Navarro Chavez Justin Hancock, Universidad Michoacana de San Nicolás de Hidalgo, Mexico
152. Cultural Distance and Entry Mode Choice
Rubens Pauluzzo, University of Udine, Italy
153. A heterogeneous perspective of brand community
Rajat Roy, Thomas Lee, Ian Phau, Curtin University of Technology, Australia
154. What possible integration is there between business marketing and area development? The “Land of Value” (LOV) Case
Gian Luca Gregori, Valerio Temperini, Andrea Perna, Marche Polytechnic University, Italy

155. Creativity and Competitiveness for Luxury Brands
Li Yang, Zhou Ting, University of International Business and Economics, China
156. Personal and cultural values as a determinant of future work and consuming behavior of an individual
Marija Tomašević Lišanin, Kristina Ozimec, University of Zagreb, Croatia
Yifan Li, Fudan University, China
157. Retail Therapy: Do Foreign Brands Give More Satisfaction Than Local Brands
Hetty Karunia Tunjungsari, Universitas Tarumanagara, Indonesia.
158. The role of functional integration in managing commercial returns in the fashion Industry.
Silvio Cardinali, Marche Polytechnic University, Italy
Ivan Russo, University of Verona, Italy
159. Sourcing Reform Competency and Effective Collaboration: A Resource Based View
Sudhi Seshadri, Singapore Management University, Singapore
160. Quality and Ethical Sourcing among Smallholder Coffee Producers in Papua New Guinea
Peter J. Batt, Roy Murray-Prior, Curtin University, Australia

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161. Sustainable and efficient organizations: The case of hand-crafts micro-business in Southern San Sebastian
José G. Vargas-Hernández, University of Guadalajara, Mexico
162. The Relationship between IPO Underpricing and Equity Ownership of Major Shareholder: An Empirical Study of Taiwanese Firms
Joe Ueng, Cameron School of Business, USA
Ching Liang Chang, Yuan Chi University, Taiwan
163. The Relationship between Knowledge Management and Innovation level in the Mexican SMEs: empirical evidence
Gonzalo Maldonado-Guzmán, María del Carmen Martínez Serna, Ricardo García Ramírez, Octavio Hernández Castorena, Universidad Autónoma de Aguascalientes, México.

164. Slovak Business Cluster Initiatives
Miroslav Balog, Slovak Innovation and Energy Agency, Slovak Republic
Daniela Špirková, Koloman Ivanička, Slovak University of Technology in Bratislava, Slovak Republic
165. Perspectives on Employee Learning in New Zealand SME's
Vasanthi Peter, Open Polytechnic of New Zealand, New Zealand
Alan Coetzer, Edith Cowan University, Australia
Raja Peter, Massey University, New Zealand
166. Innovation Performance and Economic Performance of SMEs in Bangalore: An Empirical Analysis
M H Bala Subrahmanya, Indian Institute of Science, India
167. Core Competencies of Micro Enterprises as Sources of Competitive Advantage: An Exploratory Study of Street Food Vending in Thailand
Eijaz Ahmed Khan, Mohammed Quaddus, Curtin University of Technology, Australia
168. Sustainable Development Strategies In Local Networks of Small Firms
Barbara Da Ronch, Venice International University, Italy
Eleonora Di Maria, University of Padova, Italy
Stefano Micelli, Ca' Foscari University, Italy
169. Emancipation of Indian Women Entrepreneurs: A Suggestive model
Rajeshwari Narendran, Puja Mathur, Mohanlal Sukhadia University, India
170. Innovation Policy and Environmental Sustainability as Strategic Tools for Reaching Higher Performances
Anna Claudia Pellicelli, Cecilia Casalegno, Chiara Civera, University of Turin, Italy
Michela Pellicelli, University of Pavia, Italy
171. The Impact of Top Management Team on Innovation and Performance
Peng-Yu Li, Fu-Jen Catholic University, Taiwan
Lucia Chen, Stony Brook University, USA
172. R&D, distance, level of development and technological intensity of merchandise trade
Štefan Bojnec, University of Primorska, Slovenia
Imre Fertő, Corvinus University of Budapest, Hungary

173. The Internet Innovation: Creative Destruction of traditional business models
Ralf Lehmann, Comenius University Bratislava, Slovak Republic
174. Developing and Piloting A Student Entrepreneurship Measure in Finland and Spain
Elina Varamäki, Seinäjoki, Sanna Joensuu, Kari Ristimäki, University of Applied Sciences, Finland
Erno Tornikoski, ESC Saint-Etienne, France
Andreu Blesa, Universitat Jaume I, Spain
175. The search for the development of clusters in Tamaulipas (Mexico): A case study
Karla Paola Jiménez, María Isabel de la Garza, Nazlhe Faride Chein, Universidad Autónoma de Tamaulipas, Mexico
176. The Effect of Organizational Factors on the E-Commerce Adoption among Small and Medium Sized Enterprises in Saudi Arabia
Abdul Rahman Nasser A. Almoawi, Universiti Utara Malaysia, Malaysia
177. Flexibility in Knowledge-intensive Sectors (Case of Slovakia)
Lubica Bajzikova, Emil Wojcak, Comenius University in Bratislava, Slovak Republic
Helena Sajgalikova, University of Economics, Slovak Republic
178. Holistic Systemic Failure Prevention in the Software Development Process
Alfons Unmuessig, Francis Schortgen, Comenius University, Slovak Republic
179. Value Creation for Software Engineering in Product Development
Anne-Maria Aho, Seinäjoki University of Applied Sciences, Finland
Lorna Uden, Staffordshire University, United Kingdom
180. Clusters and networks as enablers of product and process innovation
Sylvia B. Concepcion, University of the Philippines Mindanao, Phillipines
Peter J. Batt, Roy Murray-Prior, Curtin University, Australia
Marilou.O. Montiflor, Jerick.T. Axalan, Ruby Jane G. Lamban, Rodel R. Real, University of the Philippines Mindanao, Phillipines
Floro T. Israel, Recarte H. Bacus, Dante I. Apará, UPSTREAM, Phillipines.
181. Sustainability of Microenterprises in Indian Food Industry: Interventions and Impacts
Gopal Naik, Mathew Abraham, Indian Institute of Technology – Bangalore, India

182. Innovation in Mexico's electricity industry
Jaime Apolinar Martinez Arroyo, Marco Alberto Valenzo Jimenez, Oscar Hugo Pendraza Rendon, Universidad Michoacana de San Nicolás de Hidalgo, Mexico
183. Competitiveness Measure to Promote the Competitive Advantage in a Cluster
Gabriel S. Fregoso, University of Guadalajara, Mexico
Rodolfo Radillo R, Instituto Politécnico Nacional, Mexico
184. On Biotech Start-ups' R&D Continuity in Financial Crisis: Application of Sequential Compound Chooser Options
Takao Fujiwara, Toyohashi University of Technology, Japan
185. Importance and Characteristics of SME and FDI in Selected CEE Countries
Alessio Lokar, Katoliški Inštitut, Slovenia
Lubica Bajzikova, Comenius University in Bratislava, Slovak Republic
186. The Problem of Sustaining the Growth of Small and Medium Enterprises in a Typical Sub-Saharan African Context
Ellis I. Idemobi, Anambra State University, Nigeria
187. Customer- Driven Innovation: A Conceptual Model
Gurumurthy Kalyanaram, Sandhya. G, Amrita School of Business, India
Amin Aloysius Ajab, Dilbar Gimranova, KIMEP, India
188. A Model Of The Process Of Women's Entry Into Business Ownership: A Study Among Malay Businesswomen In Malaysia
Rohana Yusof, Universiti Utara Malaysia, Malaysia
189. An Examination of the Characteristics of a High-tech Innovation
Raja Peter, Massey University, New Zealand
Vasanthi Peter, Open Polytechnic of New Zealand, New Zealand
190. Indigenous entrepreneurship: Closing the gap on local terms
Branislav Čik, Michal Greguš ml, Comenius University in Bratislava, Slovak Republic
191. Challenges in the Development of Technological Capabilities: Business Models and Entrepreneurial Culture in Emerging Economies
Ricardo Arechavala-Vargas, Berta E. Madrigal-Torres, Bernardo Jaén-Jiménez, Lorena G. Verde-Flota, Universidad de Guadalajara, Mexico

192. Strategic Enterprise Management and SEM Product of SAP
Branislav Čík, Michal Greguš ml, Comenius University in Bratislava, Slovak Republic
193. Entrepreneurs and competences: the development of Human Resources in Jalisco, México.
Claudia Verónica Gómez Gómez, Ricardo Arechavala Vargas, Universidad de Guadalajara, Mexico
194. Microcredit in Italy: Past Present and Future
Pasquale Stefanizzi, University of Salento, Italy
195. Research on the Development of China's Carbon Finance
Kong Shuhong, University of International Business and Economics, China
196. Japanese knowledge management, culture, standardization and adaptation
Jeannette Wilhelmy, University of Frankfurt, Germany
197. Evaluation of Methodologies as Applied to Knowledge Management in a Business Setting
José Sanchez-Gutierrez, Guillermo Vazquez-Avila, Antonio de Jesús Vizcaino, Silvio G. Hernandez-Coton, Universidad de Guadalajara, Mexico
198. Types of foreign R&D activity: A transaction-specific costs perspective
Alex Tai Loong Tan, Wee Liang Tan, Singapore Management University, Singapore
199. Difference between AFHH and DP option values under strategic interactions
Tomoki Fujii, Singapore Management University, Singapore
Ryuichiro Ishikawa, University of Tsukuba, Japan
200. Implementing Information System Innovations to Manage Biosecurity Issues in Australian Food NetChains
Christine Storer, John Noonan, Roy Murray-Prior, Peter Batt, Curtin University, Australia

Section 8: International Marketing

201. Managing International B2B Relationships and Interorganizational Networks: An Empirical Analysis of Tour Operators
Farhana Tahmida Newaz, Victoria University of Wellington, New Zealand
Marco A Bravo-Fabia, Göteborg University, Sweden

202. A Computer-Aided Process Simulation Model to Navigate Value Chain Reconfiguration Using a Three-Layered Methodology
Chung-Chou Tsai, Sununta Siengthai, Donyaprueth Krairit, Asian Institute of Technology, Thailand
Lalit M. Johri, Oxford University, United Kingdom
203. A Comparison of Two Operating Leisure Oriented Mega-Malls and The Xanadu Project: Looking Into the Crystal Ball
Jack B. Samuels, Montclair State University, USA
204. Changes in University Governance. An analysis of Italian Universities
Maria Ciasullo, Giulia Monetta, University of Salerno, Italy
205. Customer Satisfaction Model for the Hospitality Industry in Guadalajara, México.
Elsa Georgina Gonzalez-Uribe, Jose Sanchez-Gutierrez, Oscar Alfredo Quintero -Tapia, University of Guadalajara, Mexico
206. Achieving balance in public-private research partnerships: How challenges in IP Management can be faced.
Andrea Hanebuth, Andreas Klossek, TU Bergakademie Freiberg, Germany
207. Antecedents of affective organizational commitment and turnover intention of Academics in selected private universities in Malaysia
Lew Tek Yew, Curtin University Sarawak Malaysia, Malaysia
208. Sustainable development in Higher education: a case study of India
Anindita Chatterjee, Manav Rachna International University, India
209. Designing Effective Systems for Transfer of Learning and Outcome Based Evaluation
Vidya Nandagopal, Al Ghurair University, UAE
210. Internationalization of Higher Education in Central Asia
Jyldyz Aknazarova, Osh State University, Kyrgyzstan
211. Sustainable Development and Business Strategies: An International Higher Education Experience
Theodora Issa, Curtin University, Australia

212. Education and Entrepreneurship
*Jana Gašparíková, School of Economics and Management in Public Administration
Slovak Republic*
213. Medical Tourism Growth Market Or Hype?
Marc Faerber, FOM University of Applied Sciences, Germany
214. Effectiveness of Health Related Public Service Advertising Campaigns
*Amit Jain, JK Lakshmipat University, India
Jayesh Aagja, Nirma University, India*
215. Decision Support Systems Design and Analysis
James Yao, John Wang, Montclair State University, USA
216. E-Commerce in Slovakia
Matej Mesko, Zuzana Papulova, Comenius University in Bratislava, Slovakia
217. A Factor Analysis of the tourism in the Mexican province of Michoacan
*José César Lenin Navarro Chávez, José Carlos Rodríguez Chávez, MC. América
Ivonne Zamora Torres, Universidad Michoacana de San Nicolás de Hidalgo, Mexico*
218. Making a difference: Combating the critical shortage of GPs in rural & remote
Australia
Prikshat Verma, Alan Nankervis, Malcolm Macintosh, RMIT University, Australia
219. Measuring Regulatory Restrictiveness on Mobility of Human Capital in Healthcare
(Nursing) Services
Pralok Gupta, Indian Institute of Management, India
220. Governance of Triple Helix Relationships: Principles of Intermediation, or Who is in
Control When the State, the University and the Industry Interact?
Emanuela Todeva, University of Surrey, UK
221. Mediating Effect of Job Satisfaction on the Relationship between Perceived
Transformational Leadership Style and Commitment to Service Quality among
academic staff in Malaysian Universities
*Raemah Abdullah Hashim, Universiti Tun Abdul Razak, Malaysia
Rosli Mahmood, Universiti Utara Malaysia, Malaysia*

222. E-Business: Elements Contributing To The Success
Azahari Jamaludin, Universiti Kuala Lumpur, Malaysia
Fais Ahmad, Universiti Utara Malaysia, Malaysia
223. Entrepreneurial University: theoretical discussion, reach and challenges
Carlos Alberto Santamaria Velasco, Berta Ermila Madrigal Torres, Universidad de Guadalajara, Mexico
224. Wine Tourism Development of the Territory: A Comparative Analysis of Destinations of Excellence
Paola Scorrano, University of Salento, Italy
225. A case for Employee Empowerment as a Strategy to promote Competitive Advantage:
the hotel industry in Guadalajara
Jose Sanchez-Gutierrez, Adair Gutierrez-Govea, Juan Antonia Vargas-Barraza, Antonio De Jesus Vizcaino, University of Guadalajara.
226. E-learning as a Marketing Tool: The iGuzzini Experience
Valerio Temperini, Silvio Cardinali, Andrea Perna, Marche Polytechnic University, Italy
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Abstracts:

1. Integrating growth and internationalization phenomenon in the entrepreneurship Research.
Jerzy Cieslik, Kozminski University, Poland
Eugene Kaciak, Brock University, Canada
Dianne Welsh, University of North Carolina at Greensboro, USA
2. SME Development Based on Financial Strategies and Their Internationalization
Jesús Salvador Vivanco Florido, Luis Aguilera Enríquez, Martha González Adame, Universidad Autónoma de Aguascalientes, Mexico
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Yoshie Saito, Eastern Illinois University, USA
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Romain Kabongo Tchissens, Université Pédagogique Nationale, Congo
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Patrick Chan, Singapore Business Federation, Singapore
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Nadeem Firoz, Montclair State University, USA
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Ram Subramanian, Montclair State University, India
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Late Submissions: