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**ABSTRACTS****1. PERFORMANCE OF INNOVATION TIMING STRATEGIES IN SUPPLY CHAIN PARTNERSHIPS**

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**ABSTRACT**

*Market launch and innovation timing has received great attention in the past years. Yet, little is known about the performance of innovation timing strategies in supply chain partnerships. This study researches the performance effects of pioneer and first follower strategies in a largely neglected but important industry, the food industry. Our survey study classifies main effects and contingency factors. We find that two timing strategies, the pioneer and the first follower strategy, have different effects on the main effects: incremental and radical innovations and on market success. Performance also hinges on two contingency effects the (1) level of experiences with supply chain partnerships and (2) on the size of the firms.*

**Keywords:** *Timing Strategy; Radical Innovations; Food Industry; Contingency Effects Experience and Size.*

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**2. LOGISTIC MANAGEMENT INFORMATION SYSTEM CAPABILITIES AND BUSINESS VALUE: EVIDENCE FROM THAI FIRMS**

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**ABSTRACT**

*The purpose of this research to investigate the relationships between Logistic Management Information System Capabilities on Business value via the mediating influences of the Operational Logistic Planning Effectiveness, Strengthen Customer Service and Global Competition Efficiency. Data collection is done by sending the questionnaires to CEO's Firms in Thailand; measurements of constructs both the validity and reliability use the Ordinary Least Squares (OLS) regression analysis to test the hypotheses relationship and estimate factors affecting the Business value. The results show the Logistic Management Information System Capabilities has positive relationships with Business value and is a positively significant on the Operational Logistic Planning Effectiveness, Strengthen Customer Service and Global Competition Efficiency. Theoretical, managerial and research implications are also discussed.*

**Keywords:** *Logistic Management Information System Capabilities, Business value, Operational Logistic Planning Effectiveness, Strengthen Customer Service and Global Competition Efficiency*

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**3. CUSTOMER COMMUNICATION STRATEGIES: A NEW DYNAMIC APPROACH**

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**ABSTRACT**

*Communicating with the customer is an essential element of strategic marketing management. The following will present a management tool that has experienced an increasing amount of consideration in the recent past, and which focuses on the quantitative and qualitative changes in customer requirements to allow a dynamic communication strategy. The advantages of this approach will be*

made clear using a variety of different examples from business. It will be illustrated which outcomes result for strategic communication as well as for communication measures that are based upon it.

**Keywords:** Strategic Communication, Life Event Cycle, Segmentation, Strategic Marketing Management

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#### 4. INTERNET STRATEGY, MARKETING EFFECTIVENESS AND FIRM PERFORMANCE: EVIDENCE FROM ELECTRONICS COMMERCE BUSINESSES IN THAILAND

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##### ABSTRACT

*This study aims at examining the influences of internet strategy on firm performance of E-Commerce businesses in Thailand through a mediating effect of marketing effectiveness and a moderating impact of competitive intensity. Internet strategy includes information richness strategy, relational exchange strategy and joint-learning strategy. The results indicate that relational exchange strategy and joint-learning strategy have a significant positive association with marketing effectiveness and firm performance. Surprisingly, information richness strategy has no effects on marketing effectiveness and firm performance. Also, marketing effectiveness has an important positive relationship with firm performance. Then, marketing effectiveness is definitely a mediator of the relational exchange strategy-firm performance relationships and the joint-learning strategy-firm performance relationships. For the moderating effects of the research relationships, competitive intensity is only a negative moderator of the joint-learning strategy-firm performance relationships. Giving potential discussion is efficiently implemented in the study. Theoretical and managerial contributions are explicitly provided. Conclusion and suggestions and directions of the future research are described.*

**Keywords:** E-Commerce, Internet Strategy, Information Richness Strategy, Relational Exchange Strategy, Joint-Learning Strategy, Marketing Effectiveness, Competitive Intensity, Firm Performance

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#### 5. HOW TO UNCLICK LOCK-IN EFFECTS THROUGH INNOVATION - AN EMPIRICAL STUDY ON DEPENDENCES IN THE GERMAN AUTOMOTIVE SUPPLIER INDUSTRY

Klaus Möller, Georg-August University of Goettingen, Goettingen Germany  
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##### ABSTRACT

*This paper investigates strategy and control's key effects on relationship performance in German automotive supplier firms, specifically taking the relational aspects into account. In buyer-supplier relationships the more powerful party could exploit the dependent party by means of opportunistic behaviour. One possibility of escaping this dependence-trap is to concentrate on innovations. This implies that it is crucial to understand dependencies and the way they affect supplier performance. A SEM model shows that supplier dependence and customer dependence have an equally strong overall effect on relationship performance, but with opposite signs. This provides two different performance-levers: he can lower his dependence, or strengthen the OEM's dependence.*

**Keywords:** management accounting, lock-in effects, Automotive supply management, innovation potential, structural equation modelling, buyer-supplier relationship

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## 6. THE EFFECTS OF INFORMATION TECHNOLOGY CAPABILITY, NETWORK COMPETENCY AND ORGANIZATIONAL LEARNING ON LOGISTICS INNOVATION, COMPETITIVE ADVANTAGE AND PERFORMANCE OF FOOD BUSINESSES IN THAILAND

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### ABSTRACT

*The objective of this research is to examine the effects of logistics innovation on performance of food business in Thailand. Moreover, the investigation of the mediating influence of competitive advantage is also conducted. This paper indicates that information technology capability, network competency and organizational learning, were antecedents of logistics innovation. In addition, competitive environment is the moderating variables of the research. Food business firms in Thailand are the resources of the data collection process. Above all, both direct and indirect significant positive influences of logistics innovation on firm performance via competitive advantage as the mediator have shown as the findings of this study. Furthermore, information technology capability, network competency, and organizational learning on food business, have positive effects on logistics innovation of the firm. For moderating effect, competitive environment has statistically significant influences on the relationships. Theoretical and practical implications are presented. At last, both conclusion and suggestions for future research are also discussed.*

**Keywords:** logistics innovation, information technology capability, network competency, organizational learning, competitive advantage, competitive environment, firm performance

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## 7. EFFICIENCY OF MOTOR CARRIERS IN THE NEW YORK STATE NORTH COUNTRY REGION

Kwangseek Choe, State University of New York College at Plattsburgh, New York, USA

### ABSTRACT

*Transportation is a vital component of the nation's economy, and topics of efficiency in transportation have attracted growing attention from policy makers. This study is a research on efficiency of motor carriers in the New York State North Country Region, funded by the North Country Chamber of Commerce in conjunction with New York State Department of Labor. This study applies Data Envelopment Analysis (DEA) to measurement of efficiency of motor carriers in the New York State North Country Region. The efficiency scores of 28 North Country motor carriers are calculated and compared with the efficiency scores of 535 non-North Country motor carriers using DEA model in the input-oriented mode. The inefficient motor carriers are identified with the analysis of the causes of inefficiencies. An improvement plan for inefficient motor carriers with the specification of target inputs and outputs is proposed for North Country motor carriers.*

**Keywords:** Transportation, Efficiency, Productivity, Safety, Motor Carriers, New York State North Country

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## 8. STRATEGIC MOTIVES IN INTERNATIONAL STRATEGIC ALLIANCES IN THAILAND: PERSPECTIVES OF FOREIGN FIRMS AND THAI FIRMS

Pornlapas Suwannarat, Mahasarakham Business School, Mahasarakham University, Thailand

### ABSTRACT

This paper examines the strategic motives for the formation of international strategic alliances (ISAs) in the form of international joint ventures (IJVs) in Thailand from the comparative perspective of foreign

partners and Thai partners. The findings show that the major strategic motives inducing foreign partners to embark on international joint venture (IJV) formation in Thailand are fundamentally related to international market expansion and the firms' strategic position. The two highest ranked strategic motives for foreign partners are gaining presence in new markets, and enabling faster entry to markets. Meanwhile, the principal strategic motivations encouraging Thai partners to form IJVs relate to technology transfer and sharing cost of investment. Their most important strategic motive is accessing technology through the foreign partners. This suggests that the learning and growth benefits of collaboration are essential. The motive of sharing the cost of R&D is ranked second, and sharing cost of investment is ranked third. As hypothesised a number of significant differences are found in the relative importance of strategic motives between foreign partners and Thai partners. Among the strategic motives that have significant mean score differences are found to include exchange technology, sharing investment costs, and sharing cost of R&D.

**Keywords:** Thailand; international strategic alliances; international joint ventures; strategic motives

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## 9. DIFFUSION OF INNOVATION, MARKETING STRATEGIES, AND GLOBAL CONSUMER VALUES FOR A HIGH TECHNOLOGY PRODUCT

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### ABSTRACT

*The main objective of this study is to investigate the relationship of diffusion of innovation theory characteristics with marketing strategies and global consumer values on the rapid adoption of a high technology product. A literature review is provided on diffusion of innovation theory and the characteristics which impact rate of new product adoption. Research is also presented on the influence of cultural values on consumer behavior and adoption of high technology products and services. The current study addresses gaps in the literature on diffusion of new technology innovations with consumer values and on international diffusion. Two propositions are developed and tested with qualitative data on the Apple iPhone. The study employed a dual combination of a case study method and netnography. Results from the analysis provide new insights into diffusion of innovation of a high technology product. The findings showed that diffusion characteristics for a high technology product can be related to specific marketing strategies, benefits of competitive advantage, global consumer values, Internet lifestyle themes, and types of perceived risk. Limitations are discussed, and managerial implications and research recommendations are provided for the future.*

**Keywords:** Diffusion of innovation, high technology product, marketing strategies, global, consumer values, iPhone

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## 10. STRATEGIC OPERATIONS MANAGEMENT IN DATA CENTERS: AN EMPIRICAL INVESTIGATION

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Siva Prasad, Badruka College of Management, Hyderabad, India

### ABSTRACT

*The IT industry is facing an ongoing challenge with a host of new technology initiatives that are increasing demand for better operations management. Changes to the network fabric and demanding service level agreements to improve the quality of service are increasing the complexity of data management. This study aims to empirically identify the data center objectives of firms from different industries and*

*discusses the framework of the current IT policies. Cluster analysis was used to identify and validate three segments with distinct responses. We give recommendations for these segments and finally discuss the strategic implications of the results to researchers and practitioners.*

**Keywords:** Data Center, Quality, Operations, Cluster Analysis, Consolidation, Colocation, Cloud Computing

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## **11. ARE EQUITY INCENTIVES EFFECTIVE IN CHINESE LISTED FIRMS? NEW EVIDENCE FROM PROPENSITY SCORE MATCHING (PSM)**

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Maggie Foley, Jacksonville University, Jacksonville, Florida, USA  
Robert Boylan, Jacksonville University, Jacksonville, Florida, USA

### **ABSTRACT**

*Equity incentive plans for managers of listed firms are new in China. We investigate the effects of equity incentive plans in Chinese listed firms. To control for sample selection bias, we use the Propensity Score Matching method (PSM). We find that equity incentive plans can improve firm performance. The degree of improvement depends on (1) the incentive type (2) the ownership structure and final control rights. Further, equity incentive plans can result in reduced agency costs and increased investment in fixed assets.*

**Keywords:** Equity Incentive; Corporate Performance; PSM, Bootstrap

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## **12. SMALL NONPROFIT THEATER SURVIVAL IN A SMALL BUT CROWDED MARKET**

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### **ABSTRACT**

*The purpose of this paper is to illustrate the results of an audience study designed to discover the demographic characteristics and preferences of theater patrons of a small nonprofit professional theater company which is surviving in a small yet competitive market. Factors that influenced the patrons' decisions to attend the theater were examined along with patron satisfaction levels. This study of theater patrons was conducted in a mid-size city in Upstate New York. A survey questionnaire was used to collect information. Findings indicated that theater location, travel distance, and cost were important in patron decision making, and theater patrons were highly satisfied with quality of performance and quite satisfied with pricing and the technical aspects of the production.*

**Keywords:** Nonprofit marketing, performing arts, audience study

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## **13. THE REGIONAL DETERMINANTS OF FOREIGN DIRECT INVESTMENT IN THE INTERIOR OF CHINA: AN EMPIRICAL STUDY OF THE TIMING OF ENTRY**

Yulong Liu, Massey University (Albany), Auckland, New Zealand

### **ABSTRACT**

*The aim of the study is to empirically examine the effect of timing of entry on the regional determinants in the interior of China. While some previous research have investigated the issue at country or industry level, little is known about the relationship between timing of entry and the regional*

*determinants of FDI in China. This study develops theoretical hypotheses based on pertinent FDI literature and empirically tested by using firm-level data with a discrete choice model. Differences in FDI determinant, based on the firms' timing of entry are identified and discussed.*

**Keywords:** *Timing of entry, Foreign direct investment, China, Logistical model*

#### 14. GLOBAL FINANCIAL CRISIS: THE CHALLENGE TO ROMANIAN RESEARCHERS

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Dumitru Matis, Babes-Bolyai University, Cluj-Napoca, Romania

##### ABSTRACT

*If there is anything good with the global financial crisis and its consequences, it is this opportunity of refreshing thinking, and bringing the gap with the real world in the fields of economics and business. The purpose of this study is to explore the acknowledgement of the global financial crisis in National Council of Scientific Research in Higher Education (NCSRHE) Journals. The paper includes a literature review of the ISI and BDI Journals and a qualitative and quantitative study of articles that were found in NCSRHE Journals, which are related with financial crisis. Based on several theories we developed several hypotheses aiming to discover if the number of authors per article differs from one indicator that we established to another. There is a limit of Romanian researchers' ability to analyze and respond to the global changes, taking into account the fact that they have started to publish articles on global financial crisis only since 2009.*

**Keywords:** *financial crisis, research, ISI Romanian Journals, BDI Romanian Journals*

#### 15. SOCIAL CAPITAL AND RELATIONSHIP NETWORKS: ELEMENTS FOR COMPETITIVE ADVANTAGE AT PHARMACEUTICAL INDUSTRY

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##### ABSTRACT

*Schools of strategy based on resources and on dynamic capacities emphasize organizations search for competitive advantages sustainable throughout time. In this sense, important studies (DYER, 1997; DYER and SINGH, 1998; DYER and NOBEOKA, 2000; BURT, 2004, 2000, 1992) stress the distinctive role that can be played by relationships built to turn feasible using social capital of people who have high human and social capital, configuring relationship networks, in order to be serve organizations as distinct resources and dynamic capacities. The objective of this study is to examine the components of relational view – of cooperation via relationships among people – if they are incorporated by organizations in their business strategies. With that scope, it was checked executives' profiles – managers and directors – and organizations' social capital making (BURT, 1992), associated to capability of those managers to build personal and organizational relationships (BARNEY, 1991; TEECE et al., 2007), to analyze relations between managers social capital and organizations social capital (DYER and SINGH, 1998). Pharmaceutical industry was chosen due to be representative in the field of new products research, its abundant volume of resources invested and to represent a traditional oligopoly, what shall reflect in the way of building their relationships with managers, business partners, the State, their clients and consumers. An exploratory research with five pharmaceutical laboratories reached twenty respondents, aiming to check specifically if the principles of relational view are adopted by organizations and if there is any relation between managers and organizations social capital creation. Based on literature, it was defined 7 essential elements to characterize the importance of relationships to organizations benefit – joint investments in shared assets (relational rents), share of knowledge (know-how), complementary*

*combination of resources or capacities (joint creation), less transaction costs via more efficient management mechanisms – translated in 12 starting questions – and 10 other questions to examine possible relation between executives´ and organizations´ social capital, as elements that impact social capital making – corporative politics stimulating partnerships, values and personal practices stimulating, or not, social capital making. The questionnaire with “Likert” scales allowed 4 answering options, among full accordance, accordance, discordance and full discordance. Results pointed to misuse of relational strategy in its plenitude, as well as low use of possible resources of managers´ social capital via partial identification, attraction and maintenance of advantages came from their relationship networks by organizations. Potential explanations would be the oligopoly nature and the high level of competition in the sector.*

**Keywords:** *networks, social capital, relational view, strategy*

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## **16. A COMPARATIVE STUDY OF NEW PRODUCT DEVELOPMENT SUCCESS OF THAI AND U.S. FIRMS**

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### **ABSTRACT**

*This study seeks to ascertain the extent to which the success of new product development (NPD) is related to the critical organizational innovation activities of entrepreneurship and IT utilization among firms of two different countries – the U.S. and Thailand. The interest here is in discovering if, and how, these relationships may be different between the two national culture groups of firms. Employing a survey questionnaire, data were obtained from a total sample of 159 strategic business units representing 12 different industries. Path analysis was applied to examine the hypothesized relationships among entrepreneurial orientation, IT utilization, two aspects of NPD success and firm performance. The results reveal several notable differences between the two groups of firms. First, for both groups, there is a significant positive relationship between entrepreneurial orientation and IT utilization, however, the relationship is stronger for the Thai group, contrary to what was initially expected. Second, for both groups, IT utilization does not have a relationship with NPD process effectiveness, however, for the U.S. group, IT utilization has a significant positive relationship with NPD product performance. Finally, for both groups of firms, NPD process effectiveness does not have a significant positive relationship with firm performance but NPD product performance does. Results, implications, recommendations for future research, and limitations are given.*

**Keywords:** *New product development, Entrepreneurial orientation, Information technology, Cross-cultural, National culture*

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