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TECHNOLOGY AND HUMAN CAPITAL: NEW BUSINESS AND COMPETITIVENESS MODELS

The 3rd edition of ICIEMC was dedicated to *Technology and Human Capital: New Business and Competitiveness Models*.

On October 17th, 2015, the Economist warned of the challenge raised by the ‘machines’ to knowledge workers. The “*ability to advance the frontiers of knowledge*” was no longer an exclusive privilege of highly paid professionals, they argue.

In this possible scenario, where technology is global and increasingly more ubiquitous, where the Internet of Things allows completely different possibilities, the question is: how should companies adapt their business models to integrate technological development while valuing human capital? This was the specific challenge of our 2016 conference, and perspectives were sought from multidisciplinary fields.

The academic contributions accepted after a double-blind review process appear in alphabetical order, using the first name of the first author. We hope that you, reader, may find some of them useful for your research.

Irina Saur-Amaral, Maria do Carmo Leal, Raquel Reis Soares & Rui Cruz (Editors)

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Determinantes da intenção de utilização de serviços de comunicações móveis na Guiné-Bissau: Um estudo empírico aplicado ao mercado de internet móvel

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Resumo

Para uma percentagem significativa das pessoas, até há poucas décadas, o mundo terminava nos limiares da aldeia de origem, a informação detida era limitada e eram poucos e morosos os métodos para a partilhar. Hoje em dia, graças à modernização dos meios de comunicação, existem dispositivos que aproximam os povos (o telemóvel, a internet, etc.) e que levam a informação de uma forma rápida e acessível aos locais mais remotos, como é o caso de muitas províncias da Guiné-Bissau. Este trabalho tem como principal objetivo identificar os determinantes da utilização de serviços de comunicações móveis na Guiné-Bissau. Para o efeito, construímos um modelo de investigação baseado na UTAUT2 (Venkatesh *et al.*, 2012), à qual adicionámos os constructos confiança e risco percebido, por considerarmos que são duas variáveis fundamentais para avaliar os serviços *online*. Para validar o modelo de investigação, realizámos um estudo empírico com base na recolha de dados através de um questionário *online*. A amostra era constituída por 238 cidadãos guineenses que declararam já ter utilizado a internet móvel. Os resultados obtidos confirmaram o impacto positivo de cinco variáveis da UTAUT2 (condições facilitadoras, expectativa de esforço, motivação hedónica e hábito) e confirmaram parcialmente a influência negativa que o risco percebido tem sobre a intenção de utilizar a internet móvel. Para os meios empresarial e académico, as conclusões obtidas neste estudo são um importante contributo, uma vez que escasseiam estudos nesta área na Guiné-Bissau.

Palavras-chave

Comportamento do Consumidor *Online*; Comunicações Móveis; Internet Móvel, UTAUT2; Guiné-Bissau.

Abstract

For most individuals, until a few decades, the world ended on the threshold of the village where born, the information held was limited and there were few and cumbersome methods for sharing it. Today, thanks to the modernization of the media, there are devices that bring people (mobile phone, Internet, etc.) and lead the information in a fast and affordable way to more remote locations, as is the case with many provinces of Guinea-Bissau. This study aims to identify the determinants of the use of mobile communication services in Guinea-Bissau, through a detailed analysis of existing operators in that country and the services they offer. To this end, we constructed a research model based on UTAUT2 (Venkatesh *et al.*, 2012), to which we added the constructs of trust and perceived risk, because we believe that they are two key variables for evaluating online services and relevant for modelling the determinants of mobile communication services usage in Guinea-Bissau. To validate the research model we conducted an empirical study. Data were collected through the implementation of a questionnaire which was available online and yielded a sample of 258 respondents. This sample contains 238 responses from individuals who reported having used mobile internet. The statistical treatment of the data was mostly done on the basis of multivariate techniques: factor analysis and multiple linear regression analysis. The results confirmed the positive impact of five variables of UTAUT2 (facilitating conditions, effort expectancy, hedonic motivation and habit) and partially confirmed the negative influence of the perceived risk in the intention to use mobile internet. For business and academia, the findings obtained in this study are an important contribution, since there are scarce studies in this area in Guinea-Bissau.

Keywords

Online Consumer Behaviour; Mobile Communications; Mobile Internet; UTAUT2; Guinea-Bissau.

1. INTRODUÇÃO

Até há poucas décadas, o mundo terminava, para uma percentagem significativa dos indivíduos, nos limiares da aldeia onde nasciam, cresciam, trabalhavam, casavam e morriam (Esteves, 2010). Para alguns, os limites do mundo, podiam estender-se mais algumas dezenas de quilómetros, até à vila ou à cidade mais próxima, onde iam de tempos em tempos para tratar de assuntos administrativos ou para algumas trocas comerciais (Esteves, 2010).

A nível histórico, pode comparar-se a importância das tecnologias de informação e comunicação à eletricidade na era industrial (Castells, 2004). Na nossa era, poderíamos comparar as redes de comunicação móveis, com a rede elétrica e o motor elétrico, dada a sua capacidade para distribuir o poder da informação por todos os âmbitos da atividade humana (Castells, 2004).

O impressionante desenvolvimento dos dispositivos de informação e comunicação deixa-nos cada vez mais dependentes, uma vez que as suas capacidades ultrapassam já em muito tudo aquilo que, no passado, a ficção científica alguma vez foi capaz de imaginar e de conceber (Rodrigues, 2010). Estes dispositivos mediáticos põem os cinco continentes em contato, intensificando as relações entre os povos e as culturas, diminuindo e quase anulando as distâncias graças à instantaneidade da difusão da informação (Rodrigues, 2010).

Ao longo das três últimas décadas, foram muitas as tecnologias que acompanharam as redes celulares. Foi elevado o número de utilizadores do sistema de primeira geração, também denominado 1G (1980–1990), que era um serviço que permitia a transferência de dados (voz apenas), mas apresentava grandes limitações, por se tratar de uma tecnologia analógica (Schiller & Wesley, 2000).

No entanto, com o objetivo de colmatar as limitações dos sistemas de 1G, surgiu um novo sistema de maior capacidade e qualidade, o chamado sistema de segunda geração ou 2G. O GSM (*Global System for Mobile Communication*) foi o sistema de comunicações móveis de 2G adotado inicialmente na Europa e que atualmente se encontra disponível em mais de 120 países, permitindo um *roaming* muito alargado (Schiller & Wesley, 2000). Este sistema de rede celular é de tecnologia digital, com células de dimensões variáveis e serviços avançados de voz, permitindo a troca de SMS (*Short Messaging Service*) (Pinto, 2011).

Logo de seguida, passámos para a tecnologia 2.5G, onde foram introduzidos alguns serviços que são hoje bastante populares, como é o exemplo das MMS (*Multimedia Messaging Service*) e do GPRS (*General Packet Radio Service*) (Schiller & Wesley, 2000).

O Sistema 2.75G trouxe-nos a evolução do GPRS, ou seja, a tecnologia EDGE (*Enhanced Data Rates For GSM Evolution*), que representou mais um degrau na escada de evolução das redes móveis implementadas no GSM (Romer, 2013).

O sistema de terceira geração, 3G, surgiu para gerar maior capacidade, uma vez que oferece canais com maior largura de banda, células com dimensões muito variáveis, interligação de serviços de voz, dados, imagem e vídeo (Schiller & Wesley, 2000).

A tecnologia *Long Term Evolution* (LTE), ou 4G, surgiu para acrescentar mais valor ao setor das telecomunicações, trazendo vantagens significativas, como por exemplo, maior velocidade, maior largura de banda e uma melhor qualidade de rede. Através do sistema 4G, os utilizadores irão usufruir de serviços em mobilidade até agora só possíveis através da fibra ótica ou ADSL (Pinto, 2011).

A finalidade das telecomunicações é suprir a necessidade humana de se comunicar à distância. Com o desenvolvimento tecnológico dos últimos tempos, as sociedades estão cada dia mais sensíveis e por consequência exigentes (Rodrigues, 2010). Como a Guiné-Bissau não é exceção, caminhamos a passos largos para a implementação do sistema de 3G neste país.

O sistema 2.5G é a tecnologia disponibilizada por uma das operadoras do mercado das telecomunicações na Guiné-Bissau, a multinacional sul-africana MTN. Por outro lado, a operadora Orange Bissau, introduziu a tecnologia 3G, em fase experimental, em fevereiro de 2014, em Bissau, tendo a primeira oferta comercial desta tecnologia entrado em pleno funcionamento em maio de 2015.

De acordo com a consultora britânica Telegeography, o número de cartões para telemóveis ativos na Guiné-Bissau, mais do que triplicou em cinco anos. Existem três operadoras de serviços de comunicações móveis na Guiné-Bissau, sendo líder de mercado a MTN, seguida da Orange Bissau. A terceira maior operadora é a

Guinétel (GTM), que tem passado por dificuldades financeiras e de gestão desde a saída da Portugal Telecom do país (era a maior acionista da empresa).

A liberalização do setor das telecomunicações na Guiné-Bissau (Decreto-lei (DL) n.º 3/99, DL n.º 7/99 e DL n.º 8/99) aumentou a rivalidade e a concorrência, tendo consequentemente alterado a forma como as operadoras se relacionam com os consumidores. Segundo o *site* Geba Press¹, a Orange Bissau, por exemplo, foi patrocinadora oficial do carnaval 2014 na Guiné-Bissau. O principal objetivo desta iniciativa/estratégia é a aproximação da operadora com os seus consumidores, procurando construir com estes uma relação mais firme e sólida.

A internet móvel está a dar os seus primeiros passos na Guiné-Bissau, dado que foi introduzida a nível experimental em fevereiro de 2014 e entrou em pleno funcionamento em maio de 2015. Torna-se, assim, relevante estudar os fatores que poderão explicar a intenção de utilização desta tecnologia pelos consumidores, ajudando a responder a um problema que afeta diariamente os gestores de marketing das operadoras que oferecem serviços de comunicações móveis na Guiné-Bissau. Face ao exposto, formulamos o seguinte problema de investigação: quais são os determinantes da intenção de utilização de internet móvel na Guiné-Bissau?

Desenvolver este estudo a nível do setor das telecomunicações na Guiné-Bissau terá um contributo fundamental, não só para o seu conhecimento científico, dada a quase inexistência de estudos nesta área, mas também para a sua utilização prática. Num contexto empresarial, é importante que as operadoras de telecomunicação percebam o comportamento individual dos consumidores, com vista a definirem da melhor forma a sua estratégia para atingir este público. As empresas têm uma oportunidade de chegar a um grande número de clientes de uma forma altamente segmentada, mas para isso é extremamente importante que conheçam os determinantes que conduzem à utilização destes serviços. Com este estudo, pretendemos lançar pistas para que esse entendimento seja possível no futuro.

2. REVISÃO DA LITERATURA

Nesta secção serão apresentados e discutidos os modelos, teorias e conceitos que suportam esta investigação. Inicialmente, será abordada a Teoria Unificada de Aceitação e Uso de Tecnologia 2 (UTAUT2), que se assume como um enquadramento teórico holístico e adaptado à explicação do comportamento de utilização tecnologia pelo consumidor (Venkatesh *et al.*, 2012), tal como sucede no presente estudo. Depois, serão discutidos os conceitos de confiança e de risco percebido, por serem duas variáveis fundamentais para a explicação do comportamento do consumidor *online* (Pavlou, 2003).

2.1. UTAUT2

Com o intuito de unificar modelos e de gerar um ainda mais completo e sólido que abrangesse os principais constructos relacionados com a aceitação de tecnologia, Venkatesh *et al.* (2003) criaram e testaram empiricamente o modelo UTAUT.

Este modelo integra elementos de modelos já elaborados, desenvolvidos e testados anteriormente, como é o caso da Teoria da Ação Refletida (TRA), de Ajzen e Fishbein (1980), que serviu de base para a criação da Teoria do Comportamento Planeado (TPB), desenvolvida por Ajzen (1991), do Modelo de Adoção de Tecnologia (TAM), de Davis *et al.*, (1989), e do TAM2, proposto por Venkatesh (2000).

A UTAUT foi originalmente concebida para explicar a aceitação e uso da tecnologia pelos indivíduos em ambiente laboral, e foi com base neste modelo que posteriormente se desenvolveu a UTAUT2 (Venkatesh *et al.*, 2012), cujo objetivo principal é explicar a aceitação e uso de tecnologia pelo consumidor final. Para este efeito, os autores utilizaram um modelo estrutural, no qual as variáveis expectativa de desempenho, expectativa de esforço, influência social, condições facilitadoras, motivação hedónica, valor do preço e hábito explicam a intenção de utilização das novas tecnologias de informação. Para além disto, três destas variáveis – condições facilitadoras, hábito e intenção de comportamento – explicam a variável comportamento de uso (Venkatesh *et al.*, 2012).

¹ Disponível em: <http://www.gebapress.com/>.

As novas variáveis da UTAUT2 (motivação hedónica, valor do preço e hábito) trouxeram novas perspetivas para a perceção e entendimento da aceitação e uso das tecnologias, por parte dos indivíduos no contexto do consumo (Venkatesh *et al.*, 2012).

De acordo com Venkatesh *et al.* (2012), os constructos que integram a UTAUT2 podem ser definidos como se segue:

- A expectativa de desempenho reflete o grau em que o indivíduo acredita que a utilização do sistema poderá ajudá-lo positivamente no seu desempenho individual. Este constructo é o mais forte determinante da intenção de comportamento e é semelhante à “utilidade percebida” do TAM (Davis *et al.*, 1989);
- A expectativa de esforço reflete a perceção do indivíduo relativamente à facilidade de uso do sistema, sendo similar ao constructo “facilidade de utilização percebida” do TAM (Davis *et al.*, 1989);
- A influência social reflete a perceção do indivíduo quanto à forma como a utilização de uma tecnologia de informação pode influenciar a sua convivência social com outras pessoas, na medida em que valoriza e é influenciado pela opinião dessas pessoas. Por outras palavras, pode dizer-se que é o grau em que o indivíduo percebe que outras pessoas acreditam que ele deve usar o sistema, segundo as suas normas subjetivas. As normas subjetivas são um constructo presente em modelos como a TRA (Ajzen & Fishbein, 1980) e a TPB (Ajzen, 1991);
- As condições facilitadoras explicam a intenção comportamental e o comportamento de uso e são definidas como o grau de perceção de um indivíduo relativamente à existência de infraestruturas técnicas e organizacionais que apoiam e suportam o uso do sistema;
- A motivação hedónica reflete a diversão ou prazer extraídos do uso de uma tecnologia;
- O valor do preço reflete a perceção do indivíduo em relação à comparação entre o benefício de utilização do serviço e o seu custo, ou seja, refere-se à troca cognitiva dos consumidores entre os benefícios percebidos com a utilização da tecnologia e o custo monetário para usá-la;
- O hábito é definido como a criação de uma preferência pelo uso de uma determinada tecnologia, em resultado de um processo de aprendizagem;
- A intenção de uso avalia o grau em que o indivíduo planeia ou pretende utilizar o sistema no futuro próximo;
- O comportamento de uso reflete a utilização real do sistema pelo indivíduo.

A UTAUT2 foi validada empiricamente com consumidores clientes do serviço de internet móvel (Venkatesh *et al.*, 2012), razão pela qual entendemos que é o modelo de base mais adequado para responder ao problema de investigação que norteia este trabalho.

2.2. CONFIANÇA

Morgan e Hunt (1994), citados por Sashi (2012), referem que a confiança existe “quando uma das partes confia na fiabilidade e integridade da outra aquando de uma troca” (p. 259). Só quando os consumidores têm confiança nos vendedores é que se podem tornar defensores dos mesmos (Sashi, 2012).

A confiança é uma das principais variáveis presentes em estudos sobre a lealdade. Garbarino e Johnson (1999) entendem que a confiança é influenciada pela satisfação em produtos e serviços, e apontam que a confiança é um aspeto basilar em modelos relacionais, influenciando nas intenções de compra e refletindo-se, por consequência, na lealdade.

A atitude de um indivíduo em relação a um objeto é formada a partir do conjunto das suas crenças acerca desse objeto. Se as crenças associadas ao objeto forem favoráveis, a sua atitude tenderá a ser positiva (Ajzen, 1991; Ajzen & Fishbein 1980). No âmbito do comportamento do consumidor *online*, sabe-se que a confiança, que funciona como uma crença, é um facilitador do desenvolvimento de avaliações positivas sobre a manifestação de determinado comportamento (Ha & Stoel, 2009). A confiança do utilizador de serviços de comunicações móveis nas respetivas operadoras poderá ser um estímulo para aderir aos serviços fornecidos por estas.

Segundo Grabner-Krauter (2009), nos últimos anos, a troca de informações entre utilizadores dos serviços de redes móveis tem vindo a crescer exponencialmente, e só acontece quando estes confiam e/ou tiveram experiências positivas.

O *word of mouth* (WOM), conceito referente à comunicação entre um emissor e um recetor, versando marcas, produtos e serviços mas sem um intuito comercial (Bosman *et al.*, 2013), é um exemplo que assume grande importância neste processo, já que os consumidores, cada vez mais, preferem confiar nas opiniões dos seus amigos e companheiros, do que em campanhas publicitárias (Hasan, 2012). Na verdade, a confiança faz diminuir fatores como, o grau de incerteza e a falta de informação, fatores estes que são reforçados pelo alcance da informação nos serviços de comunicações móveis. A interatividade existente entre as operadoras e os utilizadores dos serviços disponibilizados está a fortalecer e estabelecer relações duradouras, com confiança e compromisso, entre essas empresas e consumidores (Sashi, 2012) e, sobretudo, entre grupos de consumidores.

Na área do comportamento do consumidor *online*, segundo McKnight e Chervany, (2002), confiança é definida como a vontade de acreditar ou a crença em vários atributos, como justiça, bondade, força, capacidade, benevolência, honestidade e previsibilidade da outra parte. Embora as definições de confiança sejam ligeiramente distintas de autor para autor, podemos perceber que existem três aspetos que estão implícitos em todas elas e que, segundo Siau e Shen (2003), constituem as características do constructo confiança. Em primeiro lugar, a existência de duas partes numa relação de confiança: a pessoa que confia e a pessoa em quem se confia. Em segundo, o facto de a confiança envolver sempre situações de risco, não havendo garantia de que a pessoa em quem se confia vá corresponder às expectativas da pessoa que confia. Em terceiro, a crença da pessoa que confia na honestidade e benevolência da pessoa em quem se confia, acreditando que aquela não irá trair o risco assumido por quem confia.

De um ponto de vista prático, a confiança existe ou prevalece num ambiente onde a incerteza e o risco são uma constante. Neste sentido, numa visão integrada, Siau e Shen (2003) definem confiança como o desenvolvimento de expectativas marcadamente positivas relativamente às motivações de outro em relação a nós, em situações que impliquem risco.

Desta forma, é imperativo perceber o conceito e as dimensões do risco percebido.

2.3. RISCO PERCEBIDO

O risco percebido é um constructo muito importante nas ciências sociais, com uma história rica e variada de pesquisas (Campbell & Goodstein, 2001). Bauer (1960), citado por Carvalho *et al.* (2012), foi o responsável pela introdução na literatura de marketing e comportamento do consumidor do conceito de risco percebido. Para explicar este conceito, o autor baseia-se na ideia de que qualquer compra envolve um risco, uma vez que qualquer ato de compra conduzirá a consequências que o consumidor não pode antecipar com completa certeza, podendo estas ser desagradáveis. De acordo com o autor, o risco percebido é composto por dois componentes, que afetam diretamente o comportamento de compra: incerteza (a probabilidade de ocorrência de resultados desfavoráveis) e consequência (a importância de uma perda).

Segundo Dowling e Staeling (1994), o risco percebido pode ser definido como o risco em termos de percepções do consumidor sobre a incerteza e as consequências adversas da compra de um produto ou serviço, assumindo implicitamente que tanto a probabilidade quanto o resultado da compra são incertos. Já Engel *et al.* (1995) consideram que o risco percebido vai além da incerteza sobre as consequências, sendo uma expectativa pessoal de que uma perda possa ocorrer, pois o risco real pode ou não ser percebido pelo indivíduo, mas o risco percebido pode até não existir na realidade, existindo apenas na mente do indivíduo.

Chen *et al.* (2012) definem o risco percebido como uma função de incerteza sobre os potenciais resultados de um comportamento e, conseqüentemente, que as possíveis consequências estejam relacionadas com a perda ou os ganhos desejáveis pelo consumidor num ato de compra.

Segundo Weber e Bottom (1989), para que o risco exista têm que existir escolhas entre alternativas, nas quais pelo menos uma das possíveis consequências deve ser indesejada, ou menos desejada que as outras. Apesar de observarem que o termo risco é tipicamente aplicado a resultados negativos, alguns investigadores, como Sitkin e Pablo (1992), afirmam que o risco inclui todo o género de resultados, tanto positivos como negativos. Isto deve-se ao facto de que não é o resultado esperado em si que constitui o risco, mas o quanto este resultado

pode ser considerado frustrante. Portanto, mesmo um resultado positivo pode ser decepcionante, caso seja considerado abaixo do nível que se anseia.

Ao realizar a compra de um produto ou serviço, o consumidor está perante a possibilidade de obter perdas indesejáveis bem como ganhos desejáveis. Visto não ser possível prever o futuro, não é muito fácil ter a percepção de qual será a resposta do produto ou serviço em causa. A resposta poderá ser positiva como desejado, ou ter um efeito totalmente contrário e não responder às expectativas. A ausência de certeza no tipo de resposta obtido aquando da compra de um serviço ou produto é definida como risco percebido, com base no facto do consumidor hesitar na compra e por associar algum tipo de risco envolvido. Assim, o risco é entendido como doloroso, uma vez que gera sensações de ansiedade e desconforto, resultantes da percepção de que poderá levar a uma possível perda (Chen *et al.*, 2012).

Segundo Tanakinjal *et al.* (2010), o risco percebido é essencial na intenção de adoção da tecnologia, tendo um efeito direto na intenção de comportamento. Neste sentido, podemos abordar e desenvolver os diversos critérios de avaliação do risco percebido, sendo eles critérios sociais, de tempo, financeiros, físicos, de performance ou psicológicos (Carvalho *et al.*, 2012).

O risco social corresponde à potencial perda de estatuto num grupo social, resultante da aquisição e/ou utilização de um produto ou serviço considerado antiquado ou fora de moda. Está relacionado com o julgamento de terceiros (amigos ou familiares), que podem considerar que o consumidor não fez uma boa escolha, quer seja na decisão de compra de um produto propriamente dito, quer seja na compra por um determinado canal, e podem, inclusive, menosprezá-lo por tal decisão. Está diretamente ligado à questão da estima e da autoconfiança do indivíduo segundo (Carvalho *et al.*, 2012).

O risco de tempo é a perda potencial de tempo e de esforço associados à compra de um produto ou serviço (Murray & Schlacter, 1990). Traduz-se na perda de tempo originada por uma má decisão de compra, uma vez que o indivíduo desperdiçou tempo a pesquisar e a fazer compras, que depois podem não ir ao encontro das suas expectativas, obrigando-o assim a substituir o produto/serviço adquirido.

O risco financeiro é a perda potencial de dinheiro relacionado com a compra de um produto ou serviço. Este risco representa a perda de recursos monetários, causada por um mau desempenho do produto/serviço ou por um desempenho diferente do esperado (Stone & Gronhaug, 1993).

O risco físico, segundo Mowen e Minor (2003), está relacionado com as consequências negativas que o produto adquirido/utilizado pode causar à saúde e à vitalidade do consumidor.

O risco de performance, ou risco de desempenho, traduz-se na perda potencial devido a uma falha ou ao mau funcionamento do produto após a sua compra. Esta possibilidade de mau funcionamento do produto pode fazer com que o mesmo não origine os benefícios desejados. Este risco não está apenas relacionado com o funcionamento ou utilização do produto ou serviço, mas sim com todo o processo de compra de um produto ou serviço (Grewal *et al.*, 1994).

O risco psicológico é a perda potencial de autoimagem ou autoconceito resultante da compra de um produto ou serviço (Murray & Schlacter 1990). Traduz-se na perda de autoestima e na frustração de não conseguir obter o resultado que se pretendeu atingir após uma compra. Vários autores partilham do conceito de que o risco psicológico está intimamente ligado à insatisfação do consumidor durante uma compra mal feita e, segundo Mitchell (1999), essa definição pode estar relacionada com a falta de coerência entre o serviço prestado e o esperado.

3. MODELO DE INVESTIGAÇÃO

Um modelo é uma representação simplificada da realidade e a sua construção é baseada em suposições ou hipóteses, as quais traduzem relações lógicas entre os constructos.

O modelo de investigação proposto tem por base a UTAUT2, desenvolvida por Venkatesh *et al.* (2012), porque este é um dos modelos mais recentes na área da adoção e utilização de tecnologia e agrega constructos oriundos de vários modelos explicativos do comportamento do consumidor (TRA, TPB, TAM e UTAUT). A este modelo, adicionámos os constructos confiança e risco percebido, uma vez que são duas variáveis fundamentais nos serviços *online* e porque os consideramos relevantes para a modelização dos determinantes da utilização de

serviços de comunicações móveis na Guiné-Bissau. É importante realçar que o objeto central do estudo será a explicação do constructo intenção comportamental.

A análise e discussão das relações entre os constructos permitem formular as hipóteses de investigação, que serão a seguir apresentadas e justificadas.

A expectativa de desempenho é definida como sendo o grau em que um indivíduo acredita que o uso do sistema o irá ajudar a atingir ganhos de performance. Ajjan & Hartshorne (2008) e Mazman & Usluel (2011) defendem que a utilidade percebida é um dos fatores que influencia a utilização dos serviços de comunicações móveis. Na senda do TAM original (Davis *et al.*, 1989), Venkatesh *et al.* (2012) sustentam teórica e empiricamente que a expectativa de desempenho associada à utilização da internet móvel tem uma influência direta na intenção de utilizar este serviço. Assim, formulamos a seguinte hipótese:

H1 – A expectativa de desempenho tem uma influência positiva na intenção de utilizar a internet móvel.

A expectativa de esforço corresponde ao grau de facilidade de uso do sistema. Mazman e Usluel (2011) sustentam que a utilidade percebida é um fator que influencia a utilização de serviços de comunicações móveis. No TAM, Davis *et al.* (1989) evidenciam que a facilidade de utilização percebida exerce uma influência positiva sobre a intenção comportamental, por intermédio da atitude. Aplicando este raciocínio ao contexto da internet móvel, Venkatesh *et al.* (2012) defendem e validam empiricamente que a percepção da facilidade de utilização do serviço é um agente com impacto positivo na motivação do consumidor para a sua utilização. Deste modo, podemos formalizar a seguinte hipótese:

H2 – A expectativa de esforço tem uma influência positiva na intenção de utilizar a internet móvel.

A influência social é definida como sendo o grau de percepção de um indivíduo de que outras pessoas para si importantes acreditam que ele deve usar o novo sistema (Venkatesh *et al.*, 2012). Na TRA (Ajzen & Fishbein, 1980) e na TOB (Ajzen, 1991), é demonstrada a influência positiva da norma subjetiva na intenção de comportamento, através da atitude. No contexto da utilização da internet móvel, Venkatesh *et al.* (2012) concluem que quanto maior a pressão sentida pelo indivíduo por parte dos seus referentes sociais para que utilize aquela tecnologia, maior será a probabilidade de que a venha a usar. Podemos então formular a seguinte hipótese:

H3 – A influência social tem uma influência positiva na intenção de utilizar a internet móvel.

Xu *et al.* (2012) evidenciaram que uma das gratificações associadas à utilização dos serviços de comunicações móveis é do tipo hedonista. Neste sentido, considerando que a percepção do prazer é uma crença enquadrável no contexto da TRA e da TPB (Ajzen, 1991; Ajzen & Fishbein, 1980), podemos afirmar que níveis mais elevados de prazer associados à utilização dos serviços de comunicação móveis têm um impacto positivo na avaliação que o indivíduo faz da respetiva utilização e, conseqüentemente, na intenção de utilização. Venkatesh *et al.* (2012) sustentam que o grau de diversão e prazer associado à utilização da internet móvel são um fator determinante do nível de intenção de utilização desta tecnologia. Deste modo, propomos a seguinte hipótese:

H4 – A motivação hedónica tem uma influência positiva na intenção de utilizar a internet móvel.

As condições facilitadoras podem ser definidas como o grau de percepção do indivíduo de que existem infraestruturas técnicas e organizacionais que suportam o uso do sistema (Venkatesh *et al.*, 2012). O facto de o indivíduo perceber que a sua operadora de internet móvel lhe pode proporcionar o auxílio de que necessita em caso de dificuldade, contribui de forma positiva para que este se sinta mais motivado para a utilização daquela tecnologia (Venkatesh *et al.*, 2012). Como tal, avançamos com a seguinte hipótese:

H5 – As condições facilitadoras têm uma influência positiva na intenção de utilizar a internet móvel.

O hábito é definido como a criação de uma preferência pelo uso de uma determinada ferramenta, devido à aprendizagem resultante da sua utilização (Venkatesh *et al.*, 2012). O facto de o indivíduo ter desenvolvido automatismos na utilização da internet móvel, em resultado da aprendizagem que fez ao longo do tempo, aumenta a probabilidade de vir a utilizar no futuro esta tecnologia (Venkatesh *et al.*, 2012). Neste contexto, propomos a seguinte hipótese:

H6 – O hábito tem uma influência positiva na intenção de utilizar a internet móvel.

O valor do preço reflete a comparação entre os benefícios decorrentes da utilização da tecnologia e o respetivo custo monetário (Venkatesh *et al.*, 2012). Ora, é natural que quanto maior for a perceção de valor do consumidor associada à utilização da internet móvel, isto é, quanto maior for o excedente dos benefícios percebidos sobre o custo monetário, maior será a probabilidade de vir a utilizar aquela tecnologia no futuro (Venkatesh *et al.*, 2012). Assim, formulamos a seguinte hipótese:

H7 – O valor do preço tem uma influência positiva na intenção de utilizar a internet móvel.

Existem várias definições de confiança na literatura. Uma delas defende que este conceito é abstrato e multifacetado (Wang & Emurian, 2005). No entanto, as variadas investigações sobre o conceito de confiança têm uma característica em comum: esta variável é determinante em qualquer interação socioeconómica (Pavlou, 2003), sendo sempre um elemento fundamental na estabilidade e no desenvolvimento das relações de curto, médio ou longo prazo. Reichheld e Scheffer (2000) defendem que, para ganhar a lealdade dos clientes, deve primeiro ganhar-se a sua confiança. Em qualquer destes tipos de relacionamento, de curto, médio ou longo prazo, mas principalmente nestes últimos, a confiança entre as partes é um requisito básico, pois ajuda a reduzir o risco percebido inerente às trocas comerciais (Agustin & Singh, 2005), ou seja, a confiança reduz a incerteza num ambiente em que os consumidores se sintam vulneráveis, tal como sucede no âmbito da utilização da internet móvel. Neste contexto, sugerimos a seguinte hipótese:

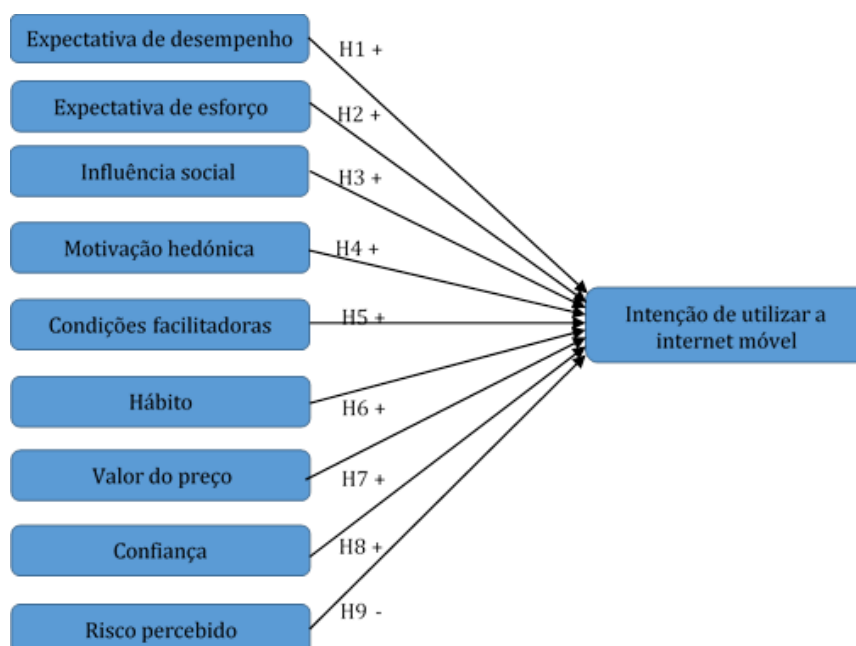
H8 – A confiança tem um efeito positivo na intenção de usar internet móvel.

Em relação ao risco percebido, Solomon (1998) defende que este conceito é definido pela crença de que a compra de um produto ou serviço possa vir a ter consequências negativas. Engel *et al.* (1995) consideram que o risco vai além da incerteza sobre as consequências, sendo uma expectativa pessoal de que uma perda possa ocorrer. Posto isto, pode afirmar-se que não é o resultado esperado em si que constitui o risco, mas o quanto esse resultado pode ser considerado frustrante, ou seja, mesmo um resultado positivo pode ser dececionante, se for considerado abaixo do nível desejado e consequentemente influenciar negativamente na intenção de decisão (Engel *et al.*, 1995). Tanakinjal *et al.* (2010), num trabalho aplicado ao *mobile marketing*, fornecem evidência empírica ao impacto negativo do risco percebido na intenção comportamental. Deste modo, podemos afirmar que a utilização da internet móvel expõe o consumidor a vários riscos e, como tal, quanto maior for a perceção deste relativamente às potenciais consequências negativas que daí poderão advir, menor será a sua motivação para utilizar aquela tecnologia. Como tal, avançamos com a seguinte hipótese:

H9 – O risco percebido tem um efeito negativo na intenção de usar a internet móvel.

O modelo de investigação proposto, que reúne todos os constructos e hipóteses acima enunciados, apresenta-se na figura seguinte.

Figura 1. Modelo de investigação proposto



4. METODOLOGIA

Sendo a população definida como o conjunto total de elementos sobre os quais vai incidir o estudo estatístico (Malhotra, 2012), será considerada população do estudo, os utilizadores do serviço de internet móvel residentes na Guiné-Bissau, com mais de 12 anos de idade. Porém, não foi possível obter dados estatísticos que nos possibilitassem fazer uma caracterização sociodemográfica deste universo específico de indivíduos.

A técnica de amostragem utilizada neste estudo é de natureza não probabilística, por conveniência ou intencional. Este tipo de amostra consiste em mobilizar um grupo de indivíduos que se encontram disponíveis no momento da investigação (Malhotra, 2012). Tentámos obter o maior número possível de respostas por parte de utilizadores de serviços de comunicações móveis, distribuídos pelas diferentes regiões do território da Guiné-Bissau, através das redes sociais, instituições do ensino, organizações governamentais e organizações não-governamentais. A preferência por esta técnica de amostragem deveu-se à sua facilidade, rapidez e baixo custo da recolha de dados (Malhotra, 2012).

No total, foram recolhidas 258 respostas ao questionário, das quais 238 foram de indivíduos que declararam já ter utilizado a internet móvel. O perfil sociodemográfico da amostra é apresentado no capítulo seguinte.

De forma a podermos desenvolver o estudo estatístico, o instrumento de recolha de dados utilizado foi um questionário *online*, aplicado à amostra de utilizadores de serviços de comunicações móveis da Guiné-Bissau. As escalas propostas para a elaboração do questionário resultaram de uma revisão da literatura abrangente na área da adoção das tecnologias de informação e do comportamento do consumidor *online*.

A revisão de literatura permitiu identificar todas as escalas utilizadas no estudo, pelo que estas foram já validadas e testadas por outros autores. Os constructos intenção de utilização (IU), expectativa de desempenho (ED), expectativa de esforço (EE), influência social (IS), condições facilitadoras (CF), motivação hedónica (MH), valor do preço (VP) e hábito (H) foram medidos por intermédio das escalas propostas por Venkatesh *et al.* (2012). Por sua vez, a escala utilizada para medir a confiança (CONF) foi baseada nos trabalhos de Laroche *et al.* (2012a, b). Finalmente, o risco percebido (RIS-PERC) foi medido numa perspetiva multidimensional, incluindo os riscos social, de tempo, financeiro, físico, de performance e psicológico, com base na proposta de Chen *et al.* (2012).

Os constructos foram mensurados através de escalas de Likert de 7 pontos, entre 1 (que equivale à resposta “discordo totalmente”) e 7 (que equivale à resposta “concordo totalmente”). Optou-se por este tipo de escala pelo simples facto de ser frequentemente utilizada noutros estudos sobre o comportamento do consumidor *online* (por exemplo: Cheung *et al.*, 2010; Schivinski & Dabrowski, 2013; Yoo *et al.*, 2001).

Realizámos um pré-teste do questionário junto de uma amostra de conveniência composta por 10 indivíduos. O objetivo era testar o funcionamento da plataforma Google Drive, confirmar o tempo médio de resposta às questões e debater possíveis falhas que dificultassem a clareza de leitura e preenchimento do inquérito. O pré-teste permitiu ajustar as questões e fazer alterações pontuais na formulação das questões. Após a realização destes ajustes, o questionário foi colocado *online* para obter as respostas definitivas.

A recolha de dados foi feita com recurso à plataforma Google Drive, onde foi alojado o questionário. A escolha desta ferramenta justifica-se por ser gratuita e pela facilidade de utilização e de armazenamento de dados, garantindo sempre o anonimato dos inquiridos.

A mobilização da amostra foi feita através das redes sociais, junto de amigos, familiares, conhecidos, amigos de amigos, ONG's, algumas escolas de Bissau, nomeadamente a AEP e Liceu João XXIII e instituições de ensino superior, como é o caso da Faculdade de Direito de Bissau e da Universidade Lusófona em Bissau.

5. RESULTADOS

5.1. Caracterização sociodemográfica da amostra

A amostra, descrita na Tabela 1, é constituída por 238 utilizadores da internet móvel, sendo maioritariamente constituída por indivíduos do género feminino (55,5%), com idades compreendidas entre os 25 a 34 anos (44,1%), licenciados (46,6%), estudantes (48,7%) e residentes na região de Bissau (88,2%).

Tabela 1. Caracterização sociodemográfica da amostra

		N	%
Género	Feminino	132	55,5%
	Masculino	106	44,5%
Idade	12 a 15 anos	16	6,7%
	16 a 18 anos	16	6,7%
	19 a 24 anos	77	32,4%
	25 a 34 anos	105	44,1%
	35 a 44 anos	13	5,5%
	45 a 54 anos	7	2,9%
	55 a 64 anos	3	1,3%
	65 e mais anos	1	0,4%
Formação	1.º Ciclo do Ensino Básico (4.º ano)	3	1,3%
	2.º Ciclo do Ensino Básico (6.º ano)	6	2,5%
	3.º Ciclo do Ensino Básico (9.º ano)	15	6,3%
	Ensino Secundário (12.º ano)	51	21,4%
	Bacharelato	25	10,5%
	Licenciatura	111	46,6%
	Pós-Graduação	7	2,9%
	Mestrado	19	8,0
	Doutoramento	1	0,4%
Ocupação	Desempregado	10	4,2%
	Estudante	116	48,7%
	Reformado ou outras situações de inatividade	1	0,4
	Trabalhador por conta de outrem	73	30,7%
	Trabalhador por conta própria ou empresário	16	6,7%
	Trabalhador – Estudante	22	9,2%
Região	Bafatá	5	2,1%
	Biombo (Quinhamel)	3	1,3%
	Bissau	210	88,2%
	Bolama	7	2,9%
	Cacheu	8	3,4%
	Oio (Farim)	3	1,3%
	Quinara (Buba)	1	0,4%
	Tombali (Catio)	1	0,4%

5.2. Análise fatorial

A dimensionalidade das escalas do modelo de investigação foi avaliada através da análise fatorial, com o método de extração das componentes principais.

Com base nos resultados da Tabela 2, podemos constatar que o teste de esfericidade de Bartlett tem associado um valor p de 0,000 em todas as escalas, ou seja, as variáveis estão significativamente correlacionadas (Pestana & Gageiro, 2008). Por outro lado, o Kaiser-Meyer-Olkin (KMO) é superior, em todas as escalas, ao valor mínimo de 0,5 proposto na literatura (Pestana & Gageiro, 2008) variando entre 0,641 e 0,874. Os resultados descritos permitem-nos avançar com a análise fatorial.

Na sequência da aplicação do critério de Kaiser, foram retidos os fatores com valores próprios superiores a um (Pestana & Gageiro, 2008). Foi retido apenas um fator em todas as escalas, com exceção do risco percebido. Nesta escala, todos os itens das suas várias dimensões foram colocados na mesma análise fatorial, tendo sido retidos 3 fatores interpretáveis à luz da literatura: risco psicossocial (RIS-PSI-SOC), risco físico-temporal (RIS-FIS-TEM) e risco de performance (RIS-PER).

Todas as escalas obtiveram valores da variância explicada dos fatores retidos superiores ao patamar mínimo de 60% proposto por Hair *et al.* (2010), oscilando entre 62,95% e 78,07%, exceto o risco percebido, que obteve um valor inferior mas muito próximo daquele patamar (59,57%).

Todos os itens têm pesos fatoriais superiores a 0,70 e communalidades superiores a 0,50, conforme recomendação de Hair *et al.* (2010), à exceção de alguns itens da escala do risco percebido. Na solução final,

alguns itens têm comunalidades abaixo de 0,50, como é o caso do RIS-TEM3 (0,480) e do RIS-PSI1 (0,487), no entanto estão muito próximas do valor de referência, pelo que não foram eliminados. No caso dos pesos fatoriais, vários itens da escala do risco percebido têm valores inferiores a 0,70, contudo optámos pela sua não eliminação, porque as comunalidades estão acima ou muito próximas do valor mínimo de referência e os indicadores globais da escala são satisfatórios.

Tabela 2. Análise fatorial

Constructo	Dimensão	Itens	KMO	Teste de Bartlett (valor p)	Nº de Fatores retidos	Variância explicada (%)	Comunalidades	Pesos
IU	-	IU1	0,736	0,000	1	78,070	0,785	0,886
		IU2					0,777	0,882
		IU3					0,780	0,883
ED	-	ED1	0,641	0,000	1	67,339	0,517	0,719
		ED2					0,733	0,856
		ED3					0,770	0,877
EE	-	EE1	0,785	0,000	1	62,951	0,702	0,828
		EE2					0,708	0,841
		EE3					0,578	0,761
		EE4					0,529	0,728
IS	-	IS1	0,699	0,000	1	74,149	0,714	0,845
		IS2					0,706	0,840
		IS3					0,805	0,897
CF	-	CF1	0,675	0,000	1	69,534	0,686	0,828
		CF2					0,772	0,878
		CF3					0,628	0,793
MH	-	MH1	0,711	0,000	1	77,917	0,820	0,906
		MH2					0,817	0,904
		MH3					0,700	0,837
VP	-	VP1	0,732	0,000	1	77,587	0,759	0,871
		VP2					0,794	0,891
		VP3					0,775	0,880
HB	-	HB1	0,679	0,000	1	71,729	0,797	0,893
		HB2					0,696	0,834
		HB3					0,659	0,812
CONF	-	CONF1	0,873	0,000	1	71,926	0,719	0,848
		CONF2					0,694	0,833
		CONF3					0,771	0,878
		CONF4					0,713	0,844
		CONF5					0,698	0,836
RIS-PERC	RIS-PSI-SOC	RIS-PSI1	0,874	0,000	3	59,570	0,487	0,538
		RIS-PSI2					0,651	0,774
		RIS-PSI3					0,624	0,755
		RIS-SOC1					0,574	0,718
		RIS-SOC2					0,616	0,764
	RIS-FIS-TEM	RIS-FIS1					0,650	0,792
		RIS-FIS2					0,543	0,598
		RIS-TEM1					0,555	0,668
		RIS-TEM2					0,532	0,698
		RIS-TEM3					0,480	0,632
	RIS-PER	RIS-PER1					0,707	0,817
		RIS-PER2					0,696	0,766
		RIS-PER3					0,629	0,784

Foram feitas sucessivas análises para eliminar um a um os itens da escala do risco percebido que tinham as piores comunalidades de entre as inferiores a 0,50. Em resultado deste processo, foram sucessivamente eliminados os seguintes itens: RIS-SOC3 (comunalidade de 0,377), RIS-FIN2 (comunalidade de 0,403), RIS-FIN3 (comunalidade de 0,424) e RIS-FIN1 (comunalidade de 0,404). Foi também eliminado o item CF4, porque

apresentou uma comunalidade abaixo de 0,5 (0,373). Os resultados das várias iterações da análise fatorial acima descritas encontram-se no anexo I.

A solução final obtida na análise fatorial aponta para uma adequada dimensionalidade das escalas do modelo de investigação.

5.3. Análise dos itens e alfa de Cronbach

A consistência interna das escalas foi avaliada através da análise das correlações item-total e inter-itens, bem como do alfa de Cronbach (Pestana & Gageiro, 2008; Robinson *et al.*, 1991).

Os resultados da análise das correlações item-total e do alfa de *Cronbach* encontram-se disponíveis na Tabela 3 e, a partir deles, podemos afirmar que os valores das correlações item-total e inter-itens são superiores, respetivamente, aos limiares mínimos de 0,50 e 0,30 propostos por Robinson *et al.* (1991). Por outro lado, todas as escalas apresentam valores de alfa de Cronbach superiores ao patamar mínimo de 0,60 proposto por Pestana e Gageiro (2008), oscilando entre 0,753 e 0,902;

Tabela 3. Análise da consistência interna

Escala	Itens	Correlação item-total	Correlações inter-itens	Alfa de Cronbach
IU	IU 1	0,738	0,672 - 0,675	0,859
	IU 2	0,731	0,666 - 0,672	
	IU 3	0,733	0,666 - 0,675	
ED	ED 1	0,464	0,398 - 0,448	0,753
	ED 2	0,630	0,398 - 0,669	
	ED 3	0,664	0,448 - 0,669	
EE	EE 1	0,672	0,465 - 0,638	0,799
	EE 2	0,678	0,491 - 0,638	
	EE 3	0,572	0,398 - 0,523	
	EE 4	0,536	0,398 - 0,491	
IS	IS 1	0,653	0,530 - 0,656	0,825
	IS 2	0,647	0,53 - 0,648	
	IS 3	0,745	0,648 - 0,656	
CF	CF 1	0,603	0,449 - 0,619	0,779
	CF 2	0,691	0,557 - 0,619	
	CF 3	0,557	0,449 - 0,557	
MH	MH 1	0,771	0,620 - 0,766	0,858
	MH 2	0,768	0,617 - 0,766	
	MH 3	0,658	0,617 - 0,620	
VP	VP 1	0,711	0,640 - 0,666	0,855
	VP 2	0,746	0,666 - 0,686	
	VP 3	0,727	0,64 - 0,686	
HB	HB 1	0,728	0,604 - 0,644	0,800
	HB 2	0,629	0,475 - 0,644	
	HB 3	0,592	0,475 - 0,604	
CONF	CONF 1	0,756	0,620 - 0,695	0,902
	CONF 2	0,736	0,575 - 0,692	
	CONF 3	0,798	0,688 - 0,695	
	CONF 4	0,751	0,575 - 0,688	
	CONF 5	0,740	0,603 - 0,697	
RIS-PSI-SOC	RIS-SOC 1	0,555	0,343 - 0,474	0,808
	RIS-SOC 2	0,629	0,432 - 0,527	
	RIS-PSI 1	0,517	0,343 - 0,431	
	RIS-PSI 2	0,632	0,414 - 0,527	
	RIS-PSI 3	0,642	0,431 - 0,527	

Escala	Itens	Correlação item-total	Correlações inter-itens	Alfa de Cronbach
RIS-FIS-TEM	RIS-FIS 1	0,580	0,437 - 0,440	0,783
	RIS-FIS 2	0,575	0,440 - 0,464	
	RIS-TEM 1	0,563	0,397 - 0,464	
	RIS-TEM 2	0,563	0,397 - 0,458	
	RIS-TEM 3	0,511	0,355 - 0,416	
RIS-PER	RIS-PER 1	0,610	0,484 - 0,567	0,758
	RIS-PER 2	0,609	0,483 - 0,567	
	RIS-PER 3	0,546	0,483 - 0,484	

Face ao exposto, os resultados permitem-nos concluir que todas as escalas têm adequada consistência interna, pelo que foram mantidos os respetivos itens nas análises estatísticas subsequentes.

5.4. Análise de regressão linear

A regressão linear é um poderoso instrumento que permite medir o relacionamento entre uma variável dependente e uma ou mais variáveis independentes, bem como fazer previsões acerca dos valores da variável dependente (Marôco, 2011).

A adequação do modelo de predição pode ser analisada através de testes de inferência estatística, destacando-se o teste t e teste F (Pestana & Gageiro, 2005). O teste t analisa a nulidade dos coeficientes da reta de regressão. Considerando um nível de significância de 0,05, um módulo do valor t superior a 1,96, permite-nos rejeitar a hipótese nula, isto é, afirmar que os parâmetros do modelo são significativamente diferentes de zero. Por sua vez, o teste F pretende validar globalmente o modelo, testando a hipótese de o coeficiente de determinação (R^2) ser nulo. Se o valor p for inferior ao nível de significância de 0,05 adotado pelo investigador, rejeita-se a hipótese nula, ou seja, conclui-se que a regressão faz sentido, porque as variáveis estão significativamente correlacionadas.

Segundo Marôco (2011), o coeficiente de determinação (R^2) indica-nos a variância explicada pelo modelo, ou seja a percentagem da variável dependente que é explicável pelas variáveis independentes (se $R^2 = 0$, o modelo não se ajusta aos dados; se $R^2 = 1$ o ajustamento é perfeito). Segundo o referido autor, em ciências sociais, considera-se que um coeficiente de determinação de pelo menos 0,50 é um indicador de bom ajustamento.

Com o intuito de validar as hipóteses do modelo de investigação, realizámos uma análise de regressão linear múltipla. Foi utilizado o método *stepwise*, de acordo com o qual sempre que entra uma variável no modelo é analisada a significância de todas as variáveis independentes, sendo eliminadas aquelas que não tenham uma capacidade explicativa significativa (Pestana & Gageiro, 2005). Este processo é repetido até que as variáveis não introduzidas no modelo não tenham capacidade explicativa significativa e, pelo contrário, as variáveis incluídas o tenham.

A Tabela 4 expõe os resultados obtidos na análise de regressão linear, a partir dos quais podemos avançar que:

- A motivação hedónica tem uma influência positiva e estatisticamente significativa na intenção de utilizar internet móvel ($\beta=0,260$; valor $t=4,450$), aceitando-se assim a hipótese H4;
- O hábito tem uma influência positiva e estatisticamente significativa na intenção de utilização de internet móvel ($\beta=0,327$; valor $t=6,666$), confirmando-se assim a hipótese H6;
- A expectativa de esforço tem uma influência positiva e estatisticamente significativa na intenção de utilizar internet móvel ($\beta=0,200$; valor de $t=3,379$), corroborando-se assim a hipótese H2;
- O risco psicológico e social tem uma influência negativa e estatisticamente significativa na intenção de utilizar internet móvel ($\beta=-0,092$; valor $t=-2,801$), aceitando-se assim parcialmente a hipótese H9;
- As condições facilitadoras têm uma influência positiva e estatisticamente significativa na intenção de utilizar internet móvel ($\beta=0,178$; valor $t=2,806$), confirmando-se assim a hipótese H5.

Globalmente, estas 5 variáveis (MH, HB, EE, RIS-PSI-SOC e CF) explicam 77,2% da intenção de utilização de internet móvel. Este modelo é adequado para descrever as relações entre as variáveis, uma vez que o valor p do teste F é inferior ao nível de significância de 0,05 adotado pelo investigador

Tabela 4. Análise de regressão múltipla: determinantes da IU

Variáveis	B	Valor t
MH	0,260	4,455
HB	0,327	6,666
EE	0,200	3,379
RIS-PSI-SOC	-0,092	-2,897
CF	0,178	2,806
R	0,881	
R² ajustado	0,772	
Teste F	161,245	
Valor p	0,000	

De acordo com a Tabela 5, não entraram no modelo as variáveis confiança ($\beta=-0,017$; valor $t=-0,329$), influência social ($\beta=0,030$; valor $t=0,758$) e valor do preço ($\beta=0,016$; valor $t=0,314$), razão pela qual não se confirmaram, respetivamente, as hipóteses H8, H3 e H7. Também não entraram no modelo as variáveis risco psicossocial ($\beta=0,042$; valor $t=1,273$) e risco de performance ($\beta=0,052$; valor $t=1,353$), pelo que não se validou parcialmente a hipótese H9.

Tabela 5. Análise de regressão múltipla: variáveis removidas

Variáveis	B	Valor t
CONF	-0,017	-0,329
IS	0,030	0,758
VP	0,016	0,314
RIS-FIS-TEM	0,042	1,273
RIS-PERF	0,052	1,353

Das 9 hipóteses inicialmente formuladas, os resultados apontam para a confirmação total de 5 e para a confirmação parcial de uma.

6. DISCUSSÃO DOS RESULTADOS E CONCLUSÕES

6.1. DISCUSSÃO DOS RESULTADOS

O objetivo principal desta investigação era identificar, através da validação de um modelo de investigação, quais os determinantes da intenção de utilização da internet móvel na Guiné Bissau. De seguida, são discutidos os resultados obtidos para cada uma das hipóteses formuladas.

As hipóteses H1, H2, H4, H5 e H6 propunham que a expectativa de desempenho, a expectativa de esforço, as motivações hedónicas, as condições facilitadoras e o hábito tinham uma influência positiva na intenção do individuo utilizar internet móvel. Os resultados vieram comprovar todas estas hipóteses, reforçando parcialmente as conclusões da UTAUT2 (Venkatesh *et al.*, 2012), que serve de base ao modelo de investigação proposto.

Por sua vez, a hipótese H9 avançava com a influência negativa do risco percebido na intenção do individuo utilizar internet móvel. Os resultados obtidos vieram confirmar parcialmente esta hipótese, no que respeita à dimensão risco psicossocial, contribuindo para o reforço das conclusões do trabalho de Tanakinjal *et al.* (2010). Ao contrário do esperado, os resultados não corroboraram o impacto negativo das restantes dimensões do risco percebido na intenção comportamental.

Deste modo, podemos afirmar que quanto maiores forem a expectativa de desempenho, a expectativa de esforço, a motivação hedónica, as condições facilitadoras e o hábito e quanto menor for o risco psicossocial, maior será a motivação do individuo para manifestar o comportamento de utilização da internet móvel.

As hipóteses H3 e H7 sustentavam que a influência social e o valor do preço tinham uma influência positiva na intenção de utilizar a internet móvel. Os resultados não permitiram confirmar estas duas hipóteses, porque a

influência social e o valor do preço têm de facto uma influência positiva na intenção de utilizar internet no telemóvel, mas essa influência é estatisticamente não significativa. Estes resultados vêm contrariar parcialmente as conclusões da UTAUT2 (Venkatesh *et al.*, 2012).

A hipótese H8 sugeria um outro determinante da intenção de utilização de internet móvel, a confiança. Laroche *et al.* (2012a, b) sustentam que a crença do consumidor de que a marca vai cumprir a sua função exerce um papel fundamental na diminuição da incerteza e na falta de informação, tendo assim um efeito positivo na intenção comportamental. Contudo, os resultados apontaram para a não confirmação desta hipótese, evidenciando um efeito negativo e estatisticamente não significativo da confiança na intenção de utilização da internet móvel. Na nossa opinião, esta hipótese poderá não ter sido confirmada, porque, para os utilizadores guineenses, a confiança nas operadoras existe e é um pressuposto subjacente à relação comercial que com elas mantêm, não sendo o seu maior ou menor nível um determinante significativo da maior ou menor intenção de utilização da internet móvel.

A construção deste modelo de investigação e a sua validação parcial contribuem para o aprofundamento do conhecimento na área do comportamento do consumidor na Guiné-Bissau, em particular no âmbito do setor das telecomunicações.

6.2. CONTRIBUIÇÕES DO ESTUDO

Este estudo pretende ajudar a suprir a escassa ou quase inexistente literatura na área da adoção e utilização de tecnologia na Guiné-Bissau. Assim, este projeto contribui com a construção de um modelo, que explica o impacto de diferentes variáveis na intenção do indivíduo utilizar a internet móvel, tendo sido validada uma parte significativa das suas hipóteses. Este facto constitui, desde logo, um contributo para o mundo académico.

Estamos perante uma área de estudo recente, pouco explorada e em constante evolução, onde a presente investigação poderá servir de alavanca para futuros projetos, sobretudo no contexto guineense, que, como se referiu, apresenta uma grande escassez de estudos.

Esta investigação produziu também contributos para o mundo empresarial, pois os seus resultados permitem que as organizações compreendam o comportamento individual dos utilizadores de internet móvel e, a partir daí, definam as melhores estratégias e mecanismos de gestão para atingir eficazmente este público.

6.3. LIMITAÇÕES DO ESTUDO

Como acontece na maior parte das investigações, o presente estudo apresenta algumas limitações, que de certa forma podem ser indicadores de sugestões para investigações futuras.

A principal limitação do estudo prende-se com o tamanho da amostra ($n=258$) e com o facto de, por esta ser não aleatória e de conveniência, não se poderem generalizar as conclusões obtidas à população em estudo.

São ainda de assinalar as limitações das técnicas estatísticas utilizadas, que não permitiram a validação do modelo de investigação como um todo, apesar de nos permitirem retirar conclusões sobre cada uma das suas hipóteses.

Este estudo sofreu também algumas limitações decorrentes da dificuldade em encontrar informações sobre o setor das telecomunicações na Guiné Bissau. Os órgãos responsáveis pelos serviços de comunicação que operam naquele país ainda não têm definidas políticas que permitam aos utilizadores da informação identificar, ou simplesmente consultar, a aceitação e a importância das telecomunicações no seio da população. O único órgão que está a tentar mudar esta imagem nefasta é a ARN-TIC. Foi junto desta entidade que obtivemos alguma informação e alguns artigos sobre a implementação das tecnologias de informação naquele país. Todas as outras operadoras recusaram-se a fornecer qualquer tipo de informação, alegando não poder fazê-lo, por motivos de sigilo profissional e para se protegerem da concorrência.

6.4. RECOMENDAÇÃO PARA INVESTIGAÇÃO FUTURA

Como sugestão de investigação futura, propõe-se a realização de um novo estudo, com o intuito de validar um novo modelo que incluisse como principal constructo explicado o comportamento de utilização de internet móvel, para além da intenção de utilização. Neste caso, o estudo teria que ter uma natureza longitudinal, com a recolha de dados a decorrer em mais do que uma vaga, de modo a medir a intenção e o comportamento em

momentos do tempo sequenciais.

Apesar do risco percebido ser uma variável fundamental nos serviços *online*, propomos que o atual modelo de investigação possa ser complementado com o constructo segurança percebida, que, segundo Matos (2003), pode ser definido como a percepção sobre a ausência de risco, a previsibilidade e a certeza quanto ao futuro.

Tendo como objetivo a validação do modelo de investigação como um todo, seria recomendável a realização de um estudo empírico com uma amostra de maior dimensão e o tratamento estatístico dos dados através da análise de equações estruturais.

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A gestão da maturidade da Inovação como estratégia competitiva para o crescimento de empresas de bens de capital

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Abstract

A gestão da inovação é uma área de pesquisa amplamente estudada pelas organizações e pelo meio acadêmico, explorando métodos, processos e aspectos organizacionais necessários a sua prática. Entretanto, a literatura apresenta que para as organizações da economia do conhecimento, a inovação adquire um papel central na operacionalização das ações empresariais, necessitando processos de gestão capaz de implementar e aperfeiçoar a inovação nessas organizações em diferentes níveis de maturidade. Este artigo objetiva caracterizar as dimensões da maturidade da inovação encontradas na literatura, segundo o enquadramento teórico da Gestão da inovação, do Conhecimento produtivo e da Maturidade da inovação. O procedimento metodológico é baseado em uma revisão integrativa de literatura, realizada inicialmente sobre outras revisões sistemáticas relacionadas ao tema de pesquisa, seguido pelas análises bibliométricas sobre os resultados encontrados, possibilitando caracterizar o estágio de desenvolvimento de cada dimensão. As dimensões caracterizadas, tanto na literatura como no levantamento prévio obtido junto as empresas de bens de capital, são então agrupadas segundo suas afinidades e devidamente categorizadas. As implicações teóricas da pesquisa propõem um modelo de avaliação da maturidade da inovação organizado em níveis e dimensões. Como implicação prática, o modelo é aplicado junto a um grupo de empresas de bens de capital, caracterizando seus níveis de maturidade da inovação que conduzem a elaboração de novas estratégias competitivas.

Keywords

Gestão da inovação, Conhecimento produtivo, Maturidade da inovação, Bens de capital

1. INTRODUÇÃO

O objetivo desse paper é caracterizar as dimensões da maturidade da inovação, utilizando o resultado da pesquisa realizada em um grupo de empresas brasileiras atuantes no setor de bens de capital. Sua principal contribuição aponta que a maturidade da inovação nas empresas industriais requer novas práticas de gestão que considere seu estágio de desenvolvimento organizacional e sua capacidade de criar novos conhecimentos que possam ser embarcados em seus produtos na forma de tecnologias e processos.

A motivação desta pesquisa é baseada num conjunto de fatores que envolvem a competitividade empresarial, destacando o cenário econômico brasileiro, os desafios das empresas industriais, frente a inovação e a importância do setor de bens de capital para os demais setores produtivos do País.

No cenário econômico brasileiro observa-se um conjunto de políticas públicas que, historicamente, buscaram incentivar as empresas a inovar, porém sob a origem de um processo de redução de barreiras a importação, que culminou em um amplo movimento de aquisição de equipamentos estrangeiros pela competitividade de preços e disponibilidades. A consequência desse processo ao longo dos anos reforçou a cultura de baixos investimentos em pesquisa e desenvolvimento junto as empresas, protelando a formação da base tecnológica nacional pela criação e transferência de conhecimentos.

Os reflexos atuais observados sobre o setor descrevem um cenário crescente de desindustrialização, criando um ciclo vicioso de dependência tecnológica que atualmente representa um dos principais fatores para a perda de competitividade desse setor.

A literatura apresenta consenso em relação as teorias de Gestão da Inovação como um processo ativo de execução e controle de atividades capaz de criar um novo valor para clientes e para a empresa, segundo um modelo que gerencie as atividades inovativas da organização (SAWHNEY et al, 2006; CLARK; WHEELWRIGHT, 1992). Sobre esse foco que a pesquisa é apresentada, identificando e caracterizando as dimensões que fundamentam um processo de inovação baseado na criação de novos conhecimentos, bem como nas relações observadas entre essas dimensões junto as empresas participantes da pesquisa.

Embora a literatura sobre Gestão da inovação seja amplamente divulgada, estudos apresentando sua aplicação junto ao setor de bens de capital brasileiro ainda são recentes, descrevendo práticas que demonstram a necessidade emergente de uma nova abordagem para essa indústria. Tradicionalmente a literatura apresenta aplicações de modelos em empresas ou um grupo delas, descrevendo de maneira estática o seu comportamento segundo esses modelos de inovação.

A pesquisa busca contribuir para essa visão, por meio de uma abordagem que associa o atual estágio inovador da empresa a um ciclo de vida da maturidade da inovação para orientar suas práticas de gestão, estabelecendo uma visão do relacionamento entre as dimensões que caracterizam seu posicionamento inovador.

2. METODOLOGIA

A estratégia utilizada na pesquisa combina duas ações de investigação. A primeira utiliza a revisão integrativa de literatura, descrita por Whitemore e Knafl (2005) e Mendes, Silveira, Galvão (2008) como um método de pesquisa mais amplo que a revisão sistemática de literatura por considerar no protocolo de pesquisa, estudos teóricos, empíricos e experimentais, bem como aqueles que ainda não foram divulgados. A segunda estratégia toma como base a pesquisa de campo (*Survey*), em que se “[...] *procede à solicitação de informações a um grupo significativo de pessoas acerca do problema estudado para em seguida, mediante análise quantitativa, obter as conclusões dos dados coletados*”. (GIL, 2010, p. 55).

A revisão integrativa de literatura identificou as abordagens relativas a gestão da inovação na indústria de bens de capital, o conhecimento produtivo e a maturidade da inovação. Sua condução segue as etapas de uma revisão de literatura convencional, identificando os estudos de referência, analisando e sintetizando a informação para serem apresentadas na forma de resultados da pesquisa (RUSSEL, 2005; SOUZA; SILVA; CARVALHO, 2010).

Foram estabelecidos critérios de inclusão dos estudos baseado no título e/ou resumos das publicações identificadas nas bases de dados Scopus, Science Direct, Web of Science e nas bases acadêmicas ocidentais (domínio.edu). O período considerado para a busca de publicações atende todo o período disponível em cada base e na língua inglesa, selecionando um conjunto de 203 publicações com os termos ou palavras-chave definidos e apresentados a seguir:

Tabela 1 – Conjunto de publicações selecionadas

Descritores		Scopus	Science Direct	WoS	.edu
"Innovation management"	Recuperados	3.313	5.928	1.698	17.301
	Selecionados	12	11	5	5
"capital goods"	Recuperados	1.101	9.111	842	31.600
	Selecionados	29	7	8	13
"Productive knowledge"	Recuperados	112	334	77	1.640
	Selecionados	14	22	11	22
"Innovation maturity"	Recuperados	20	13	8	56
	Selecionados	10	5	4	25
Total		65	45	28	65

Baseado nessa revisão foram identificadas as dimensões da maturidade da inovação e sua organização em diferentes níveis de maturidade, verificadas junto as empresas participantes da pesquisa. A coleta de dados foi realizada sobre um conjunto de 47 empresas do setor de bens de capital, associadas à Associação Brasileira da Indústria de Máquinas e Equipamentos (ABIMAQ), no período entre novembro de 2015 a janeiro de 2016, utilizando um questionário elaborado com base no sistema de gestão da Investição, Desenvolvimento e Inovação – IDI, que reúne um conjunto de normas européias certificadoras para a inovação. Esse instrumento de pesquisa foi, então, organizado segundo as dimensões da maturidade da

inovação propostas com base na revisão integrativa de literatura e categorizado pelo ciclo de vida da inovação (ALBERTHANY; UTERBACK, 1978) e o ciclo de vida do conhecimento (SHEENAN; BIRKINSHAW, 2002), definindo as fases da maturidade da inovação que permitem verificar o posicionamento das empresas analisadas.

As dimensões da maturidade da inovação são então organizadas na forma de um modelo diagnóstico proposto como resultado dessa pesquisa.

3. REVISÃO DE LITERATURA

3.1. GESTÃO DA INOVAÇÃO NA IDÚSTRIA DE BENS DE CAPITAL

A teoria econômica descreve Bens de capital como fatores reprodutíveis de produção que reduz o custo unitário de produção do bem final, utilizados na produção de outros bens ou serviços por um determinado período de tempo.

Poznański (1980) aponta que na indústria de bens de capital a inovação em processos é mais frequente que a inovação em produtos, demandando esforços permanentes de pesquisa e desenvolvimento interno para atender prioritariamente a escassez de ofertas em relação à identificação de demandas, destacando evidências de utilização do conhecimento estrangeiro para estímulo a inovação.

As publicações encontradas que iniciam tal discussão, indicam a busca pelas empresas industriais em agregar valor em seus produtos que tornam-se cada vez mais complexos, necessitando de novos métodos e processos distintos dos modelos tradicionais de inovação que permita as empresas aprenderem continuamente (HOBDAI, 1998; MEYER-KRAHMER et al, 1998).

Com o nível do aumento de complexidade no cenário da indústria de bens de capital, as discussões começam a tratar de lacunas de conhecimento relacionadas ao desenvolvimento de capacidades das pessoas para inovação, envolvendo desde a gestão de requisitos de produtos até a influência sobre as estratégias de negócio e a tendência da customização em massa. Soma-se a estes aspectos ainda, uma ampla discussão sobre as dificuldades das pequenas empresas atuantes no setor de bens de capital em acessar novos conhecimentos, além de maior apoio para inovação do setor público no acesso a recursos, pessoas e sistemas de software (MIRAIDY, 2012; OLAUSSON; BERGGREN, 2012)

Para a indústria de bens de capital brasileira, o conhecimento embarcado nos produtos e tecnologias é um permanente desafio, apresentando tendência acentuada na aquisição de máquinas. Neste sentido, essa discussão aborda o conhecimento como principal fator de inovação para as empresas de bens de capital pelo desenvolvimento das suas capacidades internas, levando as pessoas e a própria organização a aprender (HEIDENRIECH, 2009; IVORY et al, 2007).

3.2. CONHECIMENTO PRODUTIVO

A pesquisa revelou a tendência de crescimento no volume de publicações relacionadas ao conhecimento embarcado, apresentando recentemente o termo conhecimento produtivo para descrever o nível de

conhecimento criado e transferido para os processos de produção das empresas de bens de capital. A literatura ainda apresenta que a gestão de tais conhecimentos estimulam o potencial inovador dessas empresas, desenvolvendo suas capacidades internas em um ciclo virtuoso de aprendizado contínuo.

Demarest (1997) descreve a Gestão do Conhecimento, como disciplina, após a onda da economia industrial, destacando a importância dada ao conhecimento como informação orientada à ação que atingiu todos os níveis da economia global. Outro indício da gestão do conhecimento é apresentado no estudo de Zien e Buckler (1997), realizado em 12 instituições líderes no Japão, Estados Unidos e Europa, identificando que a prática da gestão conhecimento nessas empresas industriais, consolida e amplia a capacidade inovativa entendida como fator de alavancagem de resultados. A pesquisa desses autores revela ainda que as empresas altamente inovadoras incorporam tal qual os indivíduos, atitudes e comportamentos influenciados pelo próprio ambiente corporativo.

A expansão de tais limites requer uma nova compreensão sobre a teoria da produção, segundo os conceitos neo-Schumpeterianos da empresa, em que a inovação é vista como um fator gerador de receitas na economia do conhecimento, tanto pelos processos produtivos quanto pelo desenvolvimento de novos produtos (WINTER, 2006; ESCHENBACH et al, 2007).

O uso do conhecimento produtivo nas empresas de bens de capital surge com a visão de uma nova indústria baseada no conhecimento e orientada para criação de valor estratégico por meio da inovação, ampliando a capacidade de criação do conhecimento novo pelo compartilhamento do conhecimento originado desde a relação comercial (YOUNG; SAPIENZA; BAUMER, 2003).

O grau de maturidade da inovação tecnológica nessa indústria define as características organizacionais destas empresas após sucessivos ciclos de experimentação. São nestes ciclos de obtenção do conhecimento, e sua transformação em conhecimento produtivo até sua comercialização, que a inovação é criada nestas empresas (CHANG, 2012; GIRNIENE, 2013).

3.3. MATURIDADE DA INOVAÇÃO

Dentre as abordagens relacionadas à maturidade da inovação, Duijn (1981) e Cooper, Petrik e Payting (2011) enfatizam sua aplicação tanto na forma de processos e instrumentos diagnósticos quanto na forma de modelos de avaliação bem como meio de desenvolvimento de novos produtos e novos negócios.

Duijn (1981) descreve a teoria da onda longa que explica o surgimento de flutuações econômicas como consequência de um conjunto de inovações que surgem de forma concentrada. Tais inovações acumuladas originam novos setores industriais que se desenvolvem segundo padrões caracterizados por estágios evolutivos organizados nos níveis de Introdução, Crescimento, Maturidade e Declínio, definindo um ciclo de vida próprio do setor de bens de capital.

Na relação entre a maturidade da gestão do conhecimento e a maturidade da inovação, o aspecto comum do termo maturidade é visto como elemento de melhoria da qualidade e agregação de valor nos bens

produzidos, orientando a construção e implantação de estratégias práticas-operacionais de uso do conhecimento (EDISON; ALI; PÉREZ; MESÍAS, 2013).

Os modelos de maturidade da inovação são apresentados envolvendo duas perspectivas diferentes: a perspectiva estratégica e a perspectiva da capacidade que refletem diretamente nas variáveis consideradas em cada modelo (BERG, 2013).

Assim, a literatura apresenta que nos modelos de maturidade da inovação sob a perspectiva estratégica, a análise de dados relativos a mercado, cliente e preços dentre outros fatores de competitividade da indústria como modelos de diagnósticos, definem estágios de maturidade da organização relacionados à inovação (GOENAGA, 2013). Já na perspectiva do desenvolvimento organizacional a literatura enfatiza as capacidades da empresa como fator passível de amadurecimento, buscando criar caminhos entre paradigmas presentes nas empresas de bens de capital como a lógica de venda por margem em relação a novos modelos de negócio (SHAUGHNESSY, 2013).

De forma análoga à maturidade da inovação, a literatura descreve a necessidade de envolver dimensões estruturantes da organização como a colaboração na produção do conhecimento inovador, sua assimilação, aplicação e proteção associada ao aspecto humano comportamental, desenvolvida via modelos de colaboração entres os colaboradores internos para prover maior capacidade (FENGJU; XIAOJING, 2011; KNOKE, 2013).

A relação entre modelos de maturidade da gestão do conhecimento, atuando no desempenho inovador da empresa pode ser identificada em todo o processo de inovação, caracterizando ciclos de vida das capacidades que orientam a criação e implantação de estratégias operacionais de uso do conhecimento (PÉREZ; MESÍAS, 2013; DUIJN, 1981).

Como resultado da revisão de literatura a avaliação da maturidade da inovação para o setor de bens de capital requer uma nova referência teórico conceitual, considerando esse cenário, o conhecimento produtivo e o desenvolvimento das capacidades inovativa, baseadas no ciclo de vida da inovação e do conhecimento.

No cerne dessa nova referência teórica em torno da inovação para as empresas de bens de capital, adotou-se a definição de inovação utilizada pelo Stanford Research Institute (SRI), descrita e enunciada por Carlson (2006), que elucida: “Inovação é a arte da criação e entrega de um novo valor para um cliente no mercado, segundo um modelo de negócio sustentável para a empresa produzi-lo”.

A definição de Carlson (2006) é uma proposta que expande a visão tradicionalmente encontrada na literatura em explorar ideias e criatividade, via técnicas e procedimentos colaborativos amplamente difundidos para uma perspectiva de um processo gerenciado de toda a organização, orientando a empresa na construção e internalização de práticas de inovação que induzem a construção de uma cultura inovadora. (CARLSON, 2006).

4. COMPONENTE EMPÍRICO

Embora a literatura descreva que o perfil dos pequenos negócios represente mais de 80% das empresas atuantes no setor de bens de capital do País segundo Rodriguez, Dahlman e Salmi (2008), o perfil das empresas participantes da pesquisa revelou que 38% das respondentes são empresas de médio porte com média entre 100 à 499 empregados e faturamento superior a R\$ 3,6 milhões conforme a classificação do SEBRAE.

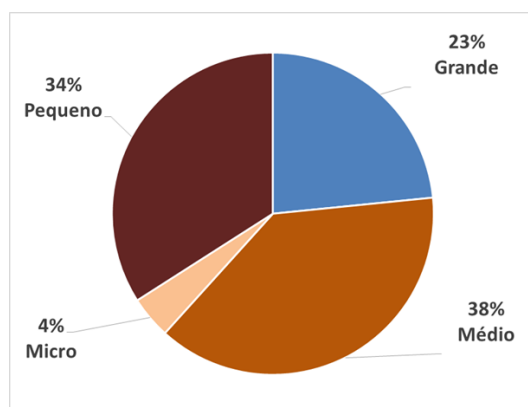


Gráfico 1 - Porte das empresas respondentes

Dentre as 47 empresas respondentes, 32% correspondem a empresas com tempo de vida entre 11 a 20 anos que já experimentaram ações de melhoria dos processos produtivos e da qualidade dos bens gerados na visão de melhoria incremental de promoção da inovação.

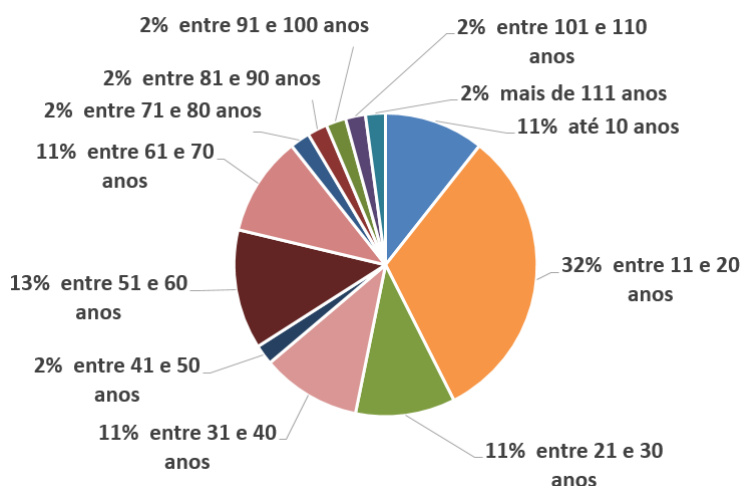


Gráfico 2 - Tempo de vida das respondentes

O perfil dos respondentes remete a alta administração das empresas com cargos de Gerência (38%) e Diretoria (23%), predominando o envolvimento desses perfis frente as questões de inovação. Nessa visão, Moori, Shibao e Santos (2013) descrevem que o desempenho das empresas de bens de capital, está relacionada diretamente com a sua capacidade de mobilizar os recursos necessários na forma de conhecimentos a serem utilizados na agregação de valor de seus produtos, envolvendo a alta administração no engajamento desses recursos.

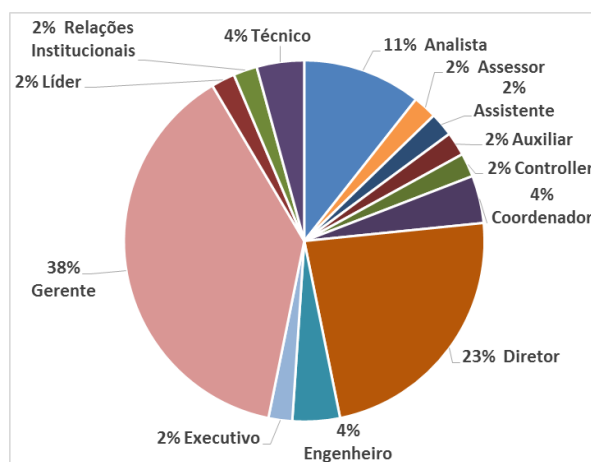


Gráfico 3 - Cargo dos respondentes

A tabulação dos dados coletados, segundo o modelo de gestão da maturidade da inovação foi organizado na forma de um gráfico radar que apresenta a compilação das 47 respostas obtidas, revelando uma ampla distribuição das empresas em diversos níveis de maturidade assim apresentada.

Resultados Individuais

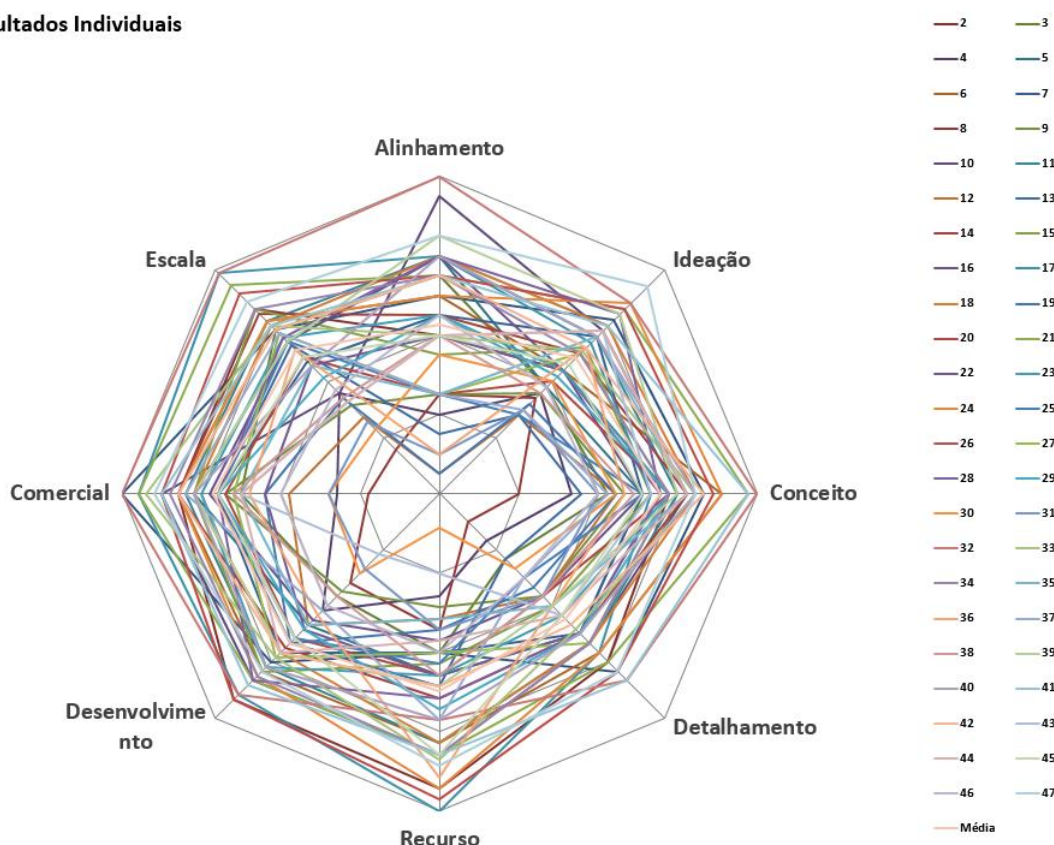


Gráfico 4 - Resultado das 47 empresas respondentes

O tratamento dado para tal distribuição é observado na média resultante das empresas respondentes de acordo com as dimensões da maturidade da inovação, apresentando os valores obtidos com a tabulação dos dados em cada dimensão.

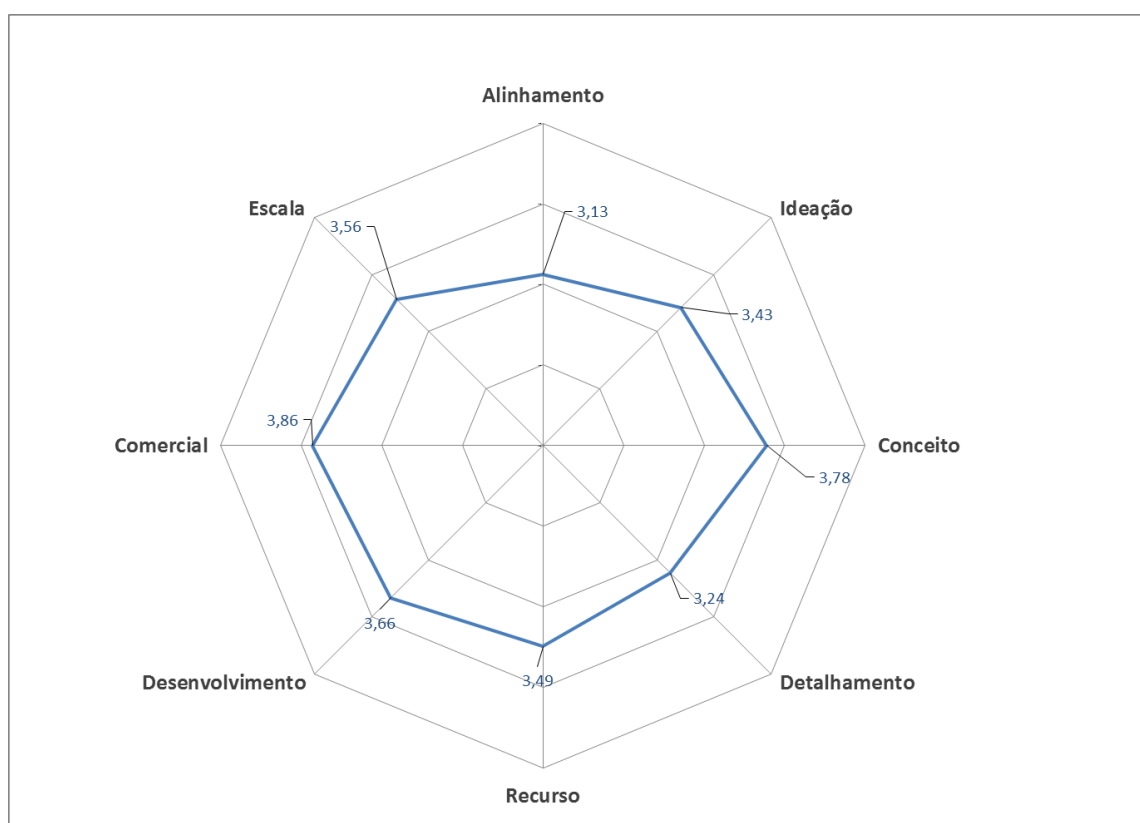


Gráfico 5 – Média das 47 empresas respondentes

Na dimensão alinhamento entre as ideias propostas e as estratégias de negócio, os dados apontam que é uma prática na empresa com indicadores do Planejamento estratégico conhecidos por algumas áreas internas. O processo de elaboração do Planejamento Estratégico conta com opinião dos colaboradores e as ações de acompanhamento das metas estabelecidas no Planejamento Estratégico da empresa são de conhecimento parcial desses colaboradores.

Na dimensão detalhamento, a coleta de dados aponta que as ideias que se transformam em projetos começam a ser trabalhadas na visão de novos negócios e seu detalhamento é uma prática a ser fortalecida na empresa. Em geral os projetos são implantados com detalhamento mínimo bem como sua documentação para novas consultas. Percebe-se a existência de um processo de detalhamento do conceito praticado pela empresa e sua relação com a geração de novos conhecimentos, mas ainda informal.

5. DISCUSSÃO

A pesquisa revela que o equilíbrio entre as empresas respondentes, de porte pequeno (34%), médio (38%) e grande (23%), distribuídas pelo País, estão mobilizadas para a busca da inovação, envolvendo recursos humanos qualificados da alta administração para condução dessa estratégia. Tais resultados diferem do pensamento atual tratado na literatura que enfatiza um quadro de crescente verticalização e baixo nível de encadeamento produtivo predominante nos pequenos negócios como resultado de melhorias incrementais descrito por Rodriguez; Dahlman; Salmi (2008); e Figueiredo; Cario (2014).

A utilização do conhecimento nos processos produtivos para agregação de valor aos bens produzidos que Hausmann et al (2013, p. 7) descreve como “conhecimento produtivo”, tem sua prática enfatizada ao se perceber que a média dos resultados coletados apontam para um perfil maduro em algumas dimensões.

Outro aspecto observado na literatura são as políticas públicas de incentivo a inovação que enfatizam a disponibilidade de recursos, pouco considerando os distintos níveis de maturidade da inovação das empresas. O resultado da pesquisa revela empresas com alto grau de maturidade da inovação em contrapartida a outras em fase inicial, refletindo uma variação na interação entre as dimensões identificadas. Assim, observa-se nos dados analisados que empresas com maior grau de maturidade da inovação, tende a maior colaboração interna tanto para criação de novos conhecimentos quanto para embarcá-los nos produtos.

O diagnóstico demonstra que a relação entre as dimensões da maturidade da inovação requer práticas organizacionais adequadas a realidade do negócio de cada empresa e de acordo com seu nível de maturidade, destacando a visão de Hausmman et al (2013) ao descrever que a criação do conhecimento novo é essencial para inovação, porém não suficiente para inovar. Assim, a contribuição da pesquisa na criação de um modelo de diagnóstico, propõe recomendações práticas de consultorias bem como novas pesquisas na relação entre as dimensões da maturidade da inovação para posterior auditoria.

Deste modo, ao considerar a definição de inovação e o resultado da revisão de literatura é proposto um desenho conceitual que organiza os níveis e dimensões da maturidade da inovação ilustrado a seguir.

Quadro 1 – Proposição do Modelo de Gestão da Maturidade da Inovação segundo seus níveis e dimensões

Modelo de Gestão da Maturidade da Inovação		
Níveis	Dimensões	Autor
Nível 1 – Descoberta e Avaliação	Ideação Alinhamento	Elaborado pelos autores (2015)
Nível 2 – Cria o novo valor	Conceito Detalhamento	
Nível 3 – Acesso a Mercado	Recurso Desenvolvimento	
Nível 4 – Modelo de negócio	Comercial Escala	

A medida que a inovação é o principal ativo de competitividade, seu papel torna-se central na operacionalização das ações empresariais, necessitando de um processo de gestão capaz de implementar e aperfeiçoar a inovação nessas organizações por meio de atividade planejadas que conduzam a elaboração de novas estratégias (LIGHTFOOT, GEBAUER, 2011; CRONQUIST, JOHANSSON, KJELLIN, 2006)

Considerado um setor estratégico e representativo na economia de um país por materializar o nível de desenvolvimento tecnológico existente, agregando valor ao bem produzido, o setor de bens de capital

brasileiro encontra-se diante de um desafio crescente em estimular a geração do conhecimento produtivo como estratégia de competitividade de sua indústria.

Diante de um cenário atual de complexidade econômica e desafios internos crescentes no setor, esta pesquisa explorou o conceito de inovação numa abordagem próxima a realidade dessa indústria, compreendendo a gestão da maturidade da inovação como um instrumento de pesquisa e análise que oriente as práticas de gestão.

6. CONCLUSÕES

Observa-se com a pesquisa que a literatura sobre gestão da inovação, conhecimento produtivo e maturidade da inovação é tratada de forma isolada e com raras interações numa visão interdisciplinar. A literatura ainda apresenta um conjunto de instrumentos orientados a inovação baseados em modelos prescritivos que retratam o estágio de maturidade da inovação de forma estática.

A proposta deste trabalho foi criar uma nova abordagem para tratar esses temas de forma integrada e evolutiva, identificando as dimensões da maturidade da inovação conforme o objetivo da pesquisa e que resultou no modelo de gestão da maturidade da inovação concebido para atender as empresas industriais via diagnóstico e orientação a práticas de gestão.

A revisão integrativa de literatura possibilitou reunir um conjunto de publicações nas diversas bases de dados investigadas, estabelecendo a visão das temáticas que contribuíram para a construção do modelo a luz do entendimento das teorias econômicas e de gestão do conhecimento estudadas.

A verificação do modelo junto as empresas, possibilitou compreender o estágio de maturidade da empresa frente as dimensões propostas, permitindo observar resultados distintos ao pensamento atual da gestão da maturidade da inovação ao caracterizar a demanda por inovação no setor pelo uso e melhoria de um determinado processo, internalizando as boas práticas e conceitos já avaliados que conduz a sua maturidade. Finalmente, o contexto que se forma no alinhamento entre o cenário brasileiro do setor de bens de capital e a iniciativa desta pesquisa, representa uma oportunidade inicial para a academia contribuir em um setor importante e estratégico do País, propondo soluções que apoiam a criação do conhecimento novo e aplicado.

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Drivers of Customer Brand Engagement in Social Media

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Abstract

Customer brand engagement (CBE), as a driver in the customer decision-making process, becomes a key role in a new customer-centric marketing approach and a priority in branding strategies. The goal of this study is to identify the main drivers of CBE process by examining its antecedents and testing whether and how they impact CBE. The study analyses CBE as three-dimensional concept, outlining as its relevant antecedents customer involvement, customer participation, customer interactivity, customer flow experience, customer cumulative satisfaction, customer trust, customer commitment and customer word-of-mouth referrals. A survey of 291 customers from Portugal provided data for empirical testing. The preliminary results show that a high level of customer flow experience or customer involvement will conduct to a higher level of CBE. Moreover, the greater the customers prior level of interactivity with the brand, the greater the effect of the customer flow experience on CBE. Theoretically, the research offers new insights about CBE by examining key nomological relationships between CBE antecedents. Managerially, the research provides an enhanced understanding about the CBE process, which can be used to reinforce and redefine focused strategies and tactics.

Keywords

Customer brand engagement, Customer-brand relationship, Social media

1. INTRODUCTION

With the advent of social media, the traditional roles of seller and customer have changed and the customer of the 21st century became a major factor in influencing various aspects of customer behavior, such as awareness, information acquisition, opinions, attitudes, purchase behavior, and post-purchase communication and evaluation (Brodie *et al.*, 2013). Although customers interact with thousands of brands in their lives, they develop an intense connection to only a small subset. In this sense, customer brand engagement (CBE) plays a key role in a new customer-centric marketing approach and is a priority in branding strategies (Hollebeek, 2011). Despite of being a recent concept in the marketing literature, CBE is already considered a fundamental driver in the customer decision-making process (Bowden, 2009).

In this context, the purpose of this research is to identify the main drivers of CBE process by examining the antecedents of CBE and testing whether and how they impact CBE. Hence, the research questions of this research are the following: (i) what is the impact of each one of the antecedents on CBE?; (ii) and what are the relevant interactions between the different CBE antecedents?.

This study reports the preliminary findings about the contribution of each of the CBE antecedents in the engagement of the customer, in such a way that it turns possible to detect what are the main emotional, cognitive and behavior constructs in the CBE process. On the other hand, the second research question purposes to clarify the interactions between the CBE antecedents, considering that the customer under study is engaged with the brand.

The paper is organized as follows. Firstly, it is presented the theoretical background and the research hypotheses. Secondly, the research methodology is explained, regarding data collection and the analysis methods. Finally, the last two sections present the preliminary findings and conclusions of the study, as well as the theoretical and practical implications.

2. METHODOLOGY

This study addresses the customer as the focal “engagement subject”, the brand as the “engagement object” and the online environment as the “engagement context”. Therefore, the unit of analysis is the relationship between customer and brand. This study operationalizes the CBE as defined by Dwivedi (2015).

Given the nature of the problem, the investigation was conducted using a quantitative methodology (structural equation modelling) and a structured questionnaire was the main data collection instrument. The questionnaire aimed to test the hypotheses developed and understand the relationships between the drivers of CBE. To answer the questionnaire, customers should write the name of a brand with which they feel a strong connection. In this sense, the questionnaire intended to measure the emotional, cognitive and behaviour intentions that underline the choice of the brand made by the customers. The questionnaire was design with the objective of potentially minimizing response bias. Additionally, the concept of advocacy overlaps the concepts of customer interactivity and customer participation; as a result the concept of advocacy was excluded in order to avoid possible halo or multicollinearity problems. However, and taking in account the four customer advocacy behaviors identified by Lacey and Morgan (2009), customer word-of-mouth referrals was included in the model as potential CBE antecedent.

The random sampling frame consists of 291 customers, the constructs of the study were measured using multi-item seven-point Likert scale and data analysis was performed using the IBM SPSS and SPSS AMOS, version 22. The scales used in the empirical research derived from several existing scales in the literature (see table 10 and 11) and they were adapted to suit the context of this study.

3. LITERATURE REVIEW

3.1. NATURE OF CUSTOMER BRAND ENGAGEMENT

First conceptualized by Kahn (1990), engagement was defined as “behaviors by which people bring in or leave out their personal selves during work role performances” (p. 694).

Since then, the term began to emerge as a psychological state (e.g., involvement, commitment, attachment, mood), performance construct (effort or observable behavior), disposition or some combination of the above. More precisely, Gambetti and Graffigna (2010) identify four different approaches on how engagement is viewed. According to them, the engagement concept has been conceptualized as a form of interaction between employee and customer, an alliance between company and customer, a co-production of contents between company and customer, and last but not least, as a top management effort towards its employees.

Bowden (2009) describes engagement as a “psychological process that models the underlying mechanisms by which customer loyalty forms for new customers of a service brand as well as the mechanisms by which loyalty may be maintained for repeat purchase customers of a service brand” (p. 65). On the other hand, others authors, like van Doorn *et al.* (2010), focus on specific engagement behaviors.

In a context of a virtual brand community, Brodie *et al.* (2013) emphasize that consumer engagement involves a “specific interactive experiences between consumers and the brand, and/or other members of the community” (p. 107). In the same way, Vivek *et al.* (2012) defines customer engagement as an “intensity of an individual’s participation in and connection with an organization’s offerings or organizational activities, which either the customer or the organization initiates” (p. 133). In this conceptualization, the cognitive and affective elements of customer engagement incorporate the experiences and feelings of customers, while the behavioral and social elements capture the participation by current and potential customers.

Recently, Hollebeek *et al.* (2014) conceptualize CBE as “a consumer’s positively valence brand-related cognitive, emotional and behavioral activity during or related to focal consumer/brand interactions” (p. 154). In this sense, they derive and validate three CBE dimensions: cognitive processing (cognitive CBE dimension), affection (emotional CBE dimension) and activation (behavioral CBE dimension). As a result, CBE appears as a multi-dimensional concept.

Another recent conceptualization of CBE is done by Dwivedi (2015). Dwivedi (2015) derives a conceptualization of CBE from the domain of organizational psychology and defines CBE as “consumers’ positive, fulfilling, brand-use- related state of mind that is characterized by vigor, dedication and absorption” (p. 100). In this context, vigor symbolizes the high levels of energy and mental resilience of the customer when he/she is interacting with a brand, as well as the customer willingness and ability to invest effort in such interactions. Dedication denotes a sense of significance, enthusiasm, inspiration, pride and challenge, while absorption corresponds to the sense of being fully concentrated and happily engrossed in brand interactions and in which time passes quickly. Each of these dimensions corresponds to the behavioral, emotional and cognitive aspects of CBE already identified by Hollebeek *et al.* (2014).

3.2. ANTECEDENTS OF CUSTOMER BRAND ENGAGEMENT

Customer engagement process does not follow an orderly sequential progression of phases over time (Brodie *et al.*, 2013). In reality, it is an interaction of relevant sub-processes, a series of aggregated engagement states. Priors studies identified, as antecedents required prior to the expression of engagement, the following sub-processes: customer involvement (Brodie *et al.*, 2013; Hollebeek, 2011), customer interactivity (Hollebeek, 2011) and customer participation (Brodie *et al.*, 2013; Vivek *et al.*, 2012). In specific contexts, like online environments, the customer flow experience can also be understood as an important CBE antecedent (Brodie *et al.*, 2013). Moreover, customer cumulative satisfaction, customer trust, customer commitment and customer advocacy can act as a potential antecedents or consequences of CBE (Bowden 2009; van Doorn *et al.*, 2010; Brodie *et al.*, 2013; Hollebeek, 2011), depending on the type of customer (“old” or “new” customer of the brand).

Customer involvement has a role in explaining customer behaviors, since it allows mediating the effects of media exposure and persuasion messages, as well as the depth of the decision-making process and on-going behaviors (Mittal and Lee, 1989). Despite of some nuances in the different definitions, customer involvement is the “person’s perceived relevance of the object based on inherent needs, values and interests” (Zaichkowsky, 1985, p. 342). Thus, customer involvement is associated with the level of interest and personal relevance in relation to a focal object/decision in terms of one’s basic values, goals, and self-concept (Hollebeek, 2011).

When customers are involved, they devote more attention, exert a greater cognitive effort and are more participative (Gordon *et al.*, 1998). In this sense, customers are unlikely to participate when they are not involved, because they do not see the future benefice of the relationship. In the same way, when involved customers experience satisfaction or dissatisfaction, they may interpret that particular experience as a result of their personal investment, which in turns will have repercussions on the cumulative satisfaction of the customer (Olivia and Oliver, 1995). Therefore:

Hypothesis 1: Customer involvement has a positive effect on CBE.

Hypothesis 2a: Customer involvement has a positive effect on customer participation.

Hypothesis 2b: Customer involvement has a positive effect on customer cumulative satisfaction.

Customer participation is integral to CBE, since it is “customer’s contribution of labor or resources to the creation of offering” (Mustak *et al.*, 2013, p. 341). In this sense, customer participation includes only required behaviors necessary for the successful offering creation. These behaviors include preparation, relationship building, information exchange and intervention (Kellogg *et al.*, 1997). In a context of a virtual social network brand community, Muntinga *et al.* (2011) view customers’ online brand participation activities as a continuum of three usage types: consuming, contributing and creating. The minimum level, consumption of brand-related content, consists in participating without actively contributing and creating content. In the middle level, customers actively contribute with brand-related content by commenting and engaging in branded conversations and in the last level customers produce and publish brand-related content that others consume.

Through participation, customers become effective co-producers, consequently they will be able to know better the brand, adjust their expectations and have a stronger perception of customization and cost reductions (Lengnick-Hall *et al.*, 2000). As a result, customers are more likely to make a favorable assessment of the brand and contribute to the improvement of its quality, which in turn may lead to a higher customer satisfaction (Yen, 2005). Additionally, customer participation implies a constant dialogue, which can help to developed and enhanced the relationship between customer and brand. Hence:

Hypothesis 3: Customer participation has a positive effect on CBE.

Hypothesis 4a: Customer participation has a positive effect on customer cumulative satisfaction.

Hypothesis 4b: Customer participation has a positive effect on customer interactivity.

Bolton and Saxena-Iyer (2009, p. 92) define customer interactivity as “some form of customer-company interaction in an environment characterized by any level of technology (i.e., a high or low technology environment)”. In the same sense, Liu and Shrum (2002) identified the elements that characterize interactivity: active control, two-way communication and synchronicity. Active control corresponds to the voluntary and instrumental actions that directly influence the customer’s experience. While, two-way communication refers to the ability for reciprocal communication and synchronicity refers to the degree to which customers’ input into a communication and the response they receive. Therefore, the extent of interactivity is dependent not only on how technology enables to reach customer, but also on how customer participate in the interaction (Bolton and Saxena-Iyer, 2009).

Therefore, customer interactivity increases curiosity and interest, which are components of the flow experience (Huang, 2003). Consequently, customer interactivity should lead to more powerful flow

experiences. In addition, customer interactivity enables to enhance the subjective feeling of “having control”, which can reduce the frustration and unpleasant feelings (Liu and Shrum, 2002). As a result, customer interactivity can also result in a more satisfying experience. Thus:

Hypothesis 5: Customer interactivity has a positive effect on CBE.

Hypothesis 6a: Customer interactivity has a positive effect on customer flow experience.

Hypothesis 6b: Customer interactivity has a positive effect on customer cumulative satisfaction.

Thatcher *et al.*, (2008) define customer flow experience as “a state of consciousness (usually characterized by a loss of a sense of time passing) that is sometimes experienced by individuals who are deeply involved in an activity they are enjoying” (p. 2240). In this sense, customer flow experience can increase positive customer perceptions of positive moods, pleasure and connection with the brand, which in turn can affect customer satisfaction (Hsu *et al.*, 2013). Additionally, customers who experience the flow state exhibit more positive subjective experiences than those do not, consequently this leads to a subjective perception of positive affect, a higher degree of pleasure and connection with the brand (Hoffmand and Novak, 1996). So:

Hypothesis 7: Customer flow experience has a positive effect on customer cumulative satisfaction.

Hypothesis 8: Customer flow experience has a positive effect on CBE.

According to Lacey and Morgan (2009), customer advocacy “reflects combinations of marketing resources that contribute to a more efficient and effective marketing enterprise” (p. 4). The authors identify four customer advocacy behaviors: voluntarily sharing of information (customer interactivity), participation in marketing research activities (customer participation), word-of-mouth (WOM) referrals and increasing levels and proportions of current purchasing activities. WOM referrals are “any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet” (Hennig-Thurau *et al.*, 2004, p. 39).

WOM communication plays an important role in shaping customers’ attitudes and behaviors and is beneficial in increasing brand engagement and relevance (Chu and Kim, 2011).

Hypothesis 9: Customer word-of-mouth referrals have a positive effect on CBE.

Customer cumulative satisfaction is one of the relational constructs (e.g. commitment, trust) that will affect long-term customers’ behaviors, such as customer retention, willingness to enhance the relationship and WOM communication (Morgan and Hunt, 1994). According to Shankar *et al.* (2003), customer cumulative satisfaction is “cumulative effect of a set of discrete service encounters or transactions with the service provider over a period of time” (p. 156).

Therefore, customer cumulative satisfaction has a strong effect on the perception of the quality and price equity and contains a significant affective component (Fullerton, 2009). Subsequently, in response to favourable consumption experiences, satisfaction can generate trust and contribute to build commitment over time (Bowden, 2009). Additionally, satisfying experiences can lead customers to undertake on positive WOM refers and act as promoters of the brand (Fullerton, 2009). Therefore:

Hypothesis 10: Customer cumulative satisfaction has a positive effect on CBE.

Hypothesis 11a: Customer cumulative satisfaction has a positive effect on customer trust.

Hypothesis 11b: Customer cumulative satisfaction has a positive effect on customer commitment.

Hypothesis 11c: Customer cumulative satisfaction has a positive effect on customer WOM referrals.

Customer trust plays the central role in maintaining and building a relationship (Lacey, 2007), because it is capable of influencing customer long-term orientation and propensity to stay in a relationship, which are

constructs central to building long-term relationships with customers. In this sense, customer trust only exists “when one party has confidence in an exchange partner’s reliability and integrity” (Morgan and Hunt, 1994, p. 23).

As customer commitment comprises a potential vulnerability and sacrifice, it is unlikely that customers commit themselves unless they already trust in the brand (Morgan and Hunt, 1994). In the same way, customers are less likely to recommend a brand to other people if they do not trust in the brand (Lacey, 2007). Hence:

Hypothesis 12: Customer trust has a positive effect on CBE.

Hypothesis 13a: Customer trust has a positive effect on customer commitment.

Hypothesis 13b: Customer trust has a positive effect on customer WOM referrals.

Customer commitment is an implicit or explicit pledge of the continuity of a relationship between two partners. Customer commitment is defined by Morgan and Hunt (1994) “as an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it; that is, the committed party believes the relationship is worth working on to ensure that it endures indefinitely” (p.23).

Consequently, customers that are committed with a particular brand are more likely to recommend the brand to people that they care about, because they feel comfortable and pleased with it (Fullerton, 2009). Additionally, customer commitment is considered the determinant of the central concept in what concern investments in the relationship. Therefore:

Hypothesis 14: Customer commitment has a positive effect on customer WOM referrals.

Hypothesis 15: Customer commitment has a positive effect on CBE.

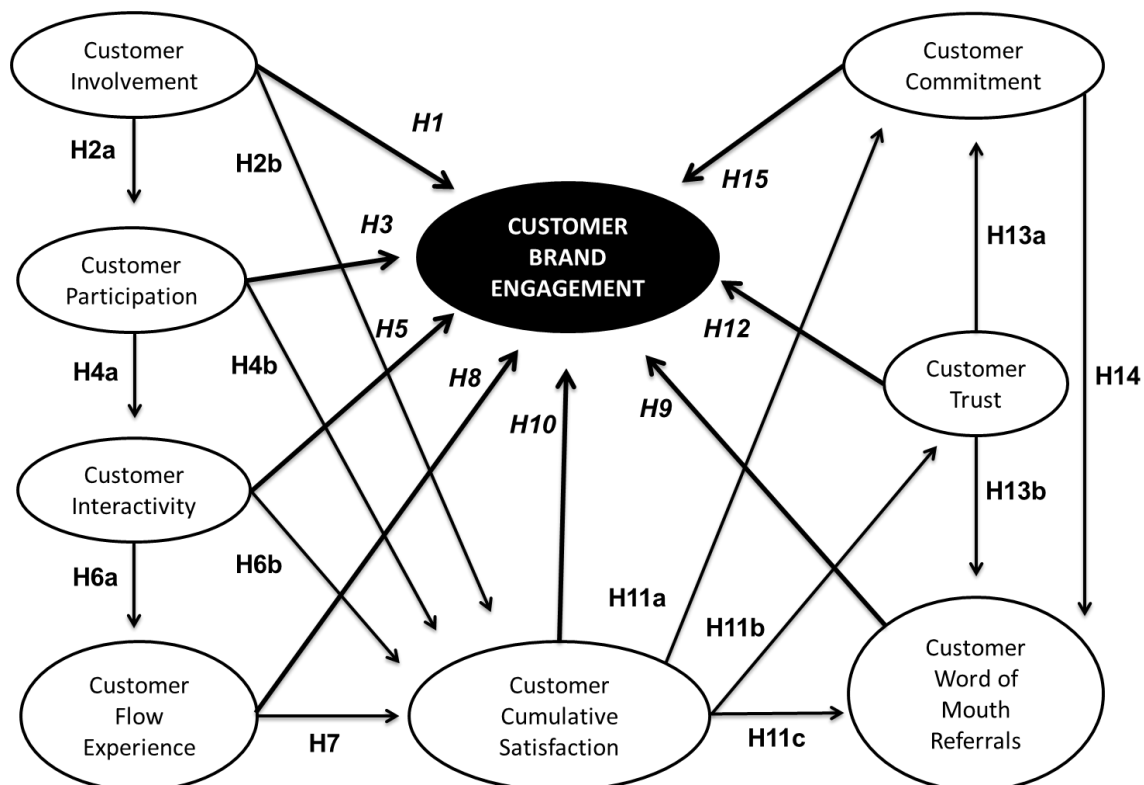


Figure 1 - Theoretical model

4. EMPIRICAL COMPONENT

The model suggested a good model fit: $X^2/df = 1.754$; CFI = 0.955; GFI = 0.875; RMSEA = 0.052; $P[rmsea \leq 0.05] < 0.318$; PGFI = 0.694; PCFI = 0.812.

Path analysis showed the existence of a significant direct and positive effect of customer flow experience on CBE ($B_{CBE,CFE} = 1.656$; SE = 0.554; $\beta_{CBE,CFE} = 1.202$; p-value = 0.003) and of customer involvement on CBE ($B_{CBE,CI} = 0.25$; SE = 0.057; $\beta_{CBE,CI} = 0.268$; p-value < 0.001), supporting hypothesis H8 and H1. Path analysis also revealed that hypotheses H1, H2a, H2b, H4b, H6a, H6b, H8, H11a, H11b, H11c and H14 are significant. Table 1 provides an overview of the hypothesis testing results:

Table 1 – Overview – Hypotheses testing results

No.	Hypothesis	Hypothesis supported	B	SE	β	p-value
H1	Customer involvement --> CBE	Yes	0.25	0.057	0.268	< 0.001
H2a	Customer involvement --> Customer participation	Yes	0.223	0.038	0.407	< 0.001
H2b	Customer involvement --> Customer cumulative satisfaction	Yes	0.331	0.035	0.57	< 0.001
H3	Customer participation --> CBE	No				
H4a	Customer participation --> Customer cumulative satisfaction	No				
H4b	Customer participation --> Customer interactivity	Yes	0.635	0.11	0.448	< 0.001
H5	Customer interactivity --> CBE	No				
H6a	Customer interactivity --> Customer flow experience	Yes	0.824	0.107	0.94	< 0.001
H6b	Customer interactivity --> Customer cumulative satisfaction	Yes	0.141	0.039	0.188	< 0.001
H7	Customer flow experience --> Customer cumulative satisfaction	No				
H8	Customer flow experience --> CBE	Yes	1.656	0.554	1.202	0.003
H9	Customer word-of-mouth referrals --> CBE	No				
H10	Customer cumulative satisfaction --> CBE	No				
H11a	Customer cumulative satisfaction --> Customer trust	Yes	1.073	0.057	0.91	< 0.001
H11b	Customer cumulative satisfaction --> Customer commitment	Yes	0.218	0.084	0.142	0.009
H11c	Customer cumulative satisfaction --> Customer WOM referrals	Yes	0.224	0.09	0.165	0.013
H12	Customer trust --> CBE	No				
H13a	Customer trust --> Customer commitment	No				
H13b	Customer trust --> Customer WOM referrals	No				
H14	Customer commitment --> Customer WOM referrals	Yes	0.683	0.075	0.77	< 0.001
H15	Customer commitment --> CBE	No				

Further, it is possible to identify several indirect effects between constructs. Customer involvement has an indirect and positive effect on customer trust ($\beta_{CT,CI|CCS} = 0.55$; p-value = 0.007), customer WOM referrals ($\beta_{CWOM,CI|CCS} = 0.166$; p-value = 0.008) and customer commitment ($\beta_{CC,CI|CCS} = 0.086$; p-value = 0.012), mediated by customer cumulative satisfaction. The same goes by customer interactivity that has an indirect effect on customer trust ($\beta_{CT,CInt|CCS} = 0.171$; p-value = 0.008), customer WOM referrals ($\beta_{CWOM,CInt|CCS} = 0.052$; p-value = 0.007) and customer commitment ($\beta_{CC,CInt|CCS} = 0.027$; p-value = 0.016), mediated by customer cumulative satisfaction. Customer participation positively and indirectly impacts customer flow experience ($\beta_{CFE,CP|CInt} = 0.421$; p-value = 0.007) and customer cumulative satisfaction ($\beta_{CCS,CP|CInt} = 0.084$; p-value =

0.006) through customer interactivity. Lastly, customer interactivity has an indirect and positive effect on CBE mediated by customer flow experience ($\beta_{\text{CBE.CInt|CFE}} = 1.122$; p-value = 0.006).

5. DISCUSSION

The nomological network of CBE is still in its embryonic stage of development and, so far, the majority of the researchers have offered only conceptual guidelines on the potential antecedents of CBE. Therefore, the majority of the relationships have not been empirically validated to date. In this sense, this study allows to fulfil this gap by providing theoretical understanding regarding the direct and indirect effects of these conceptual associations in a context of CBE. This study is the first to investigate the effects of all identified CBE antecedents on the literature and test a conceptual model for the antecedents of CBE.

In terms of practical implications, this study provides to managers an enhanced understanding about the emerging CBE concept and process, which can be used to reinforce and redefine focused strategies and tactics. As nowadays, managers are constantly trying to improve CBE and assess key performance indicators that contribute to generate high CBE levels, the findings of this research can facilitate the development of practical insights into brand aspects and performance dynamics that conducted to stronger brands.

6. CONCLUSIONS

Based on the results, we can conclude that customer flow experience exerts a significant (positive) impact on CBE. In the same way, customer involvement plays a role in influence positively the level of CBE. As a result, in a context of social media, the drivers of CBE are customer flow experience and customer involvement.

Regarding the indirect effects, the greater the customer prior interactivity with the brand, the greater the effect of customer flow experience on CBE. Moreover, through participation customers will accomplish a higher level of interactivity, which in turns will affect positively the effect on customer flow experience that is one of the main drivers of CBE. Therefore, it is important to pay attention to the marketing strategies and online tools that stimulate the participation and interactivity of the customer with the brand.

In this sense, in order to generate high levels of CBE, the results point out to the reinforce of strategies and tactics that promote high levels of customer flow experience, customer involvement, customer interactivity and customer participation.

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EVALUATING CSR PERCEIVED IMAGE IN BRAZIL AND PORTUGAL IN THE FOOD AND DRUG RETAIL INDUSTRY

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Abstract

This study sought to test whether consumers perceive the corporate social responsibility (CSR) image of companies that have been recognized as benchmarks in the implementation of CSR strategies differently from the CSR image of companies that have not achieved the same recognition. This study adds to previous studies by including some stakeholders that were not analyzed in Pérez and Rodríguez del Bosque's (2012) study. The mapped stakeholders were customers, shareholders, supervising boards, employees and society as a whole, as proposed by Pérez and Rodríguez del Bosque (2012). The present study also considered governments, competitors and suppliers to be significant stakeholders. The food and retail sector in Portugal and Brazil was the target of this study. Only one company in each of these two countries (i.e. a total of two) is certified by the Dow Jones Sustainability Index 2013. The results reveal that differences in perceptions are only statistically significant in Brazil. The findings indicate that getting a CSR certification by itself might not ensure a stronger perceived CSR image among consumers.

Keywords

Corporate social responsibility, image, Brazil, Portugal, retail, cross-country study

INTRODUCTION

Corporate social responsibility (CSR) has a positive impact on corporate financial performance (Loureiro et al. 2012; Miras Rodrigues et al. 2011) and generates a positive impact on consumer behavior (Beckmann 2007; Loureiro et al. 2012; Porter and Kramer 2006; Porter and Kramer 2011). Moreover, CSR provides opportunities to enhance social and economic gain through social marketing, by enhancing consumers' image perceptions of companies (Inoue and Kent 2013).

The literature on CSR reveals two different approaches: a) CSR as a strategic tool used to boost business and social gain, also called 'corporate philanthropy', and b) an emphasis put on the ethical duties to society, with CSR seen as a drive for corporate competitiveness – also known as 'strategic CSR' (Cranenburgh and Arenas 2013). Strategic CSR focuses on company strategy and opportunities to gain competitive advantages. Burke and Logsdon (1996), Porter and Kramer (2006) and Porter and Kramer (2011) described how companies can get strategic benefits and pointed out the difficulties of measuring these outcomes.

CSR perceived image has attracted growing interest in recent years (e.g. Pérez and Rodríguez del Bosque 2012, 2015). Therefore, the present study attempted to test whether consumers perceive the CSR image of companies that have been recognized as benchmarks in the implementation of CSR strategies differently from the CSR image of companies that have not achieved the same recognition. This study adds to previous studies by including some stakeholders who were not analyzed in Pérez and Rodríguez del Bosque's (2012) study. The mapped stakeholders were customers, shareholders, supervising boards, employees and society as a whole, as proposed by Pérez and Rodríguez del Bosque (2012). The present study also identified governments, suppliers and competitors as relevant stakeholders.

METHODOLOGY

This study sought to compare CSR image perceptions between companies with and without CSR certification (i.e. ranked in the Dow Jones Sustainability Index [DJSI]), in the food and drug retail market in Brazil and Portugal. Only one company in each country met these two criteria: Grupo Pão de Açúcar, operating through the brand 'Pão de Açúcar', and Grupo Jerónimo Martins, responsible for the brand 'Pingo Doce'.

Both companies are recognized by the Dow Jones and RobecoSAM as responsible companies, having the right to use the DJSI logo. These firms can show their stakeholders their certification as an assurance of their high quality social and environmental efforts. The following proposition was tested in this study: companies ranked in the DJSI are perceived to have a stronger CSR image than those that are not certificated.

The questionnaire was structured into three main sections. First, the respondents were asked to define CSR using open-ended questions. Then, they evaluated their perceptions of the CSR of retail companies. Each item was measured on a 7-point based Likert-type scale, in which 1 equaled 'completely disagree' and 7 'completely agree'. Last, the respondents provided information about their demographic characteristics: age, gender, schooling, family income per capita, country of origin and marital status.

The CSR image scale followed the approach developed by Pérez and Rodríguez del Bosque (2012), who proposed that the best way to measure CSR perceived image is by using the perspectives of customers in terms of all the relevant stakeholders within companies' activities. CSR activities are, by definition, relationship-building activities with stakeholders, and successful CSR is based on what companies have to offer to diverse members of their public.

Pérez and del Bosque (2012) developed a scale to measure CSR image by identifying customers, shareholders, employees and society as a whole as stakeholders. To this, we added governments, suppliers and competitors, as these stakeholders are included in strategic tools, such as SWOT analysis, PESTEL analysis and segmentation, targeting and positioning strategies. As a result, after mapping all of the definitive stakeholders, the final list of questions was based on Pérez and del Bosque (2012) and Tian et al. (2011)'s studies. The constructs are presented in the next table.

Table 1: Constructs and Items

Construct	Items	References
Customers	Establishes procedures to respond to customer complaints (CT1)	Pérez and Rodríguez del Bosque 2012
	Deals honestly with its customers (CT2)	
	Has employees who offer complete information about corporate products/services to customers (CT3)	
	Uses customer satisfaction as an indicator to improve product/service marketing (CT4)	
	Makes an effort to understand customer needs (CT5)	
Shareholders	Tries to maximise its profits (SH1)	Pérez and Rodríguez del Bosque 2012
	Keeps strict control of its costs (SH2)	
	Tries to ensure its survival and long-term success (SH3)	
	Honestly informs its shareholders and/or supervising boards about its economic situation (SH4)	

Construct	Items	References
Employees	Pays fair salaries to its employees (E1)	Pérez and Rodríguez de Bosque 2012
	Offers safety at work to its employees (E2)	
	Treats its employees fairly (without discrimination or abuse) (E3)	
	Offers training and career opportunities to its employees (E4)	
	Offers a pleasant work environment (e.g. flexible hours and conciliation in conflicts) (E5)	
Society	Helps solve social problems (SO1)	Pérez and Rodríguez de Bosque 2012
	Uses part of its budget for donations and social projects to improve the situation of the most underprivileged groups in society (SO2)	
	Contributes money to cultural and social events (e.g. music and sports) (SO3)	
	Plays a role in society beyond the generation of economic benefits (SO4)	
	Is concerned with improving the general well-being of society (SO5)	
	Is concerned with respecting and protecting the natural environment (SO6)	
Government	Is concerned about meeting all the legal requirements of each country (GO1)	Porter and Kramer 2011; Joyner and Payne 2002
	Is concerned about the proper payment of taxes (GO2)	
	Gets involved with the government in efforts to help communities (GO3)	
Suppliers	Is concerned about fair trade and the acquisition of raw materials for fair prices (SU1)	Reuter et al. 2010
	Makes sure their suppliers do not violate the law in order to provide cheaper products (i.e. slave and child labour, tax evasion and excessive pollution, among others) (SU2)	
	Works with suppliers in order to find solutions and generate an acceptable quality of raw materials (SU3)	
Competition	Offers good quality products compared to their competition (C01)	Joyner and Payne 2002
	Follows ethically acceptable competition-related practices in the marketplace (i.e. no unfair competition and no trusts, cartels or dumping) (C02)	
Awareness of CSR	I care about environmental protection in my daily consumption. (AW01)	Tian et al. 2011
	I pay attention to some social issues involving firms' charitable donations. (AW02)	
	I buy products that are acceptable and inexpensive, regardless of whether the provider is socially responsible. (AW03)	
Company evaluation	X is a successful company. (CE01)	Tian et al. 2011
	X is a trustworthy company. (CE02)	
	X is an honorable company that benefits society. (CE03)	

Source: Authors

LITERATURE REVIEW

The European Commission defined CSR as ‘the responsibility of enterprises for their impacts on society’ (European Commission 2011). Porter and Kramer (2006) and Porter and Kramer (2011) discussed the concepts of strategic CSR and creating social value. Both concepts are related to integrating sustainability and CSR practices into the core business of companies and using these CSR Strategies as a competitive advantage. The cited authors argued that a healthy society creates an expanding demand for business, but, at the same time, society needs healthy companies to generate jobs and to foster innovation. Managers need to follow the following steps to achieve strategic CSR: a) identify points of intersection between the company and society, b) choose which social issues to address, c) create a corporate social agenda and d) integrate these practices into the company's functions. According to Porter and Kramer (2006), there are four justifications for CSR initiatives in companies: moral obligation, sustainability, license to operate and reputation. Moral obligation means that companies should ‘do the right thing’ by achieving commercial success based on ethical values and respecting society and the environment. Sustainability means that environmental and community stewardship needs to be implemented in organizations daily operations. License to operate derives from the notion that all companies need some kind of permission from the authorities and society in order to do business. Finally, reputation is closely related to companies' image, strengthening their brand and raising the value of their stock (Porter and Kramer 2006).

Stakeholder management is an important part of CSR strategy because it provides managers with a tool not only to identify what are the needs and wants of society, but also to identify which of these needs and wants can be satisfied by firms' portfolio (i.e. products or services). However, as this scenario involves how each stakeholder embodies constant changes in new technologies, economic development or even societal priorities, companies must continually monitor new developments in their market. Therefore, stakeholder management requires a constant analysis of market opportunities and threats (Porter and Kramer 2011).

Companies need to select strategies and initiatives that will create financial returns for shareholders. Researchers, thus, have attempted to establish the existence of a relationship between companies' financial performance with their social and environmental responsibility. Empirical studies have revealed that there is a positive correlation between companies' financial performance and their social and environmental efforts (Dixon-Fowler et al. 2012). Orlitzky et al. (2000) maintained that CSR strategies can be beneficial not only to society but also for companies and that the symbiotic relationship between them can be established through win-win schemes. CSR initiatives imply structural changes and implementations of organizational changes in values and in companies' mission, in order to act responsibly in the marketplace. Inoue and Kent (2013) analyzed the influence of corporate social marketing (CSM) in corporate financial performance and concluded that consumers formulate their perceptions of CSM according to companies' credibility based on marketing strategies, supported causes and corporate attributes. CSR strategies may be correlated with various dimensions of consumer behavior. Companies' support for social causes can positively influence consumers' choices. Loureiro et al. (2012) observed that, although some elements such as sellers' empathy, staff support and perceived quality are crucial to consumer satisfaction, companies' social cause initiatives have a positive correlation with consumers' choices in Portugal's automobile industry.

Beckmann (2007) did a meta-analysis that needs to be highlighted in this study, in which the cited author gathered diverse studies that related to CSR and consumer behavior theories and inserted them into a framework of the separate stages in consumer decision-making processes. These are needed recognition, information search, evaluation of alternatives, purchase, post purchase and disposal. The relationship between CSR and consumer behavior also should be balanced with two relevant situational variables that customers take into consideration when purchasing products. These variables are 'perceived corporate motive' and 'perceive corporate fit' (Becker-Olsen et al. 2005).

In the 'need recognition' stage, the majority of consumers have some level of interest in CSR strategies, although these clients do not know about the activities in which each company engages. Regarding 'information search', it has been observed that consumers have favorable attitudes towards responsible companies and that they will attribute more value to these companies when considering the purchase of products or services. However, these aspects are evaluated along with other variables such as price-quality relationships.

In the 'purchase' moment, previous studies have indicated that consumers are not willing to compromise on core product attributes, such as price and quality, but customers are more willing to commit to a brand when the associated company engages in CSR activities. Finally, during 'post-purchase experiences', negative experiences with products will prevent customers from re-purchasing those products or services, regardless of companies' CSR activities.

Inoue and Kent (2013) argued that CSR credibility increases the ability of companies to persuade consumers and to generate engagement with social causes. Hence, the cited authors concluded that there are opportunities in CSR initiatives that could imply social and economic gain, not only through company operations but also through the image created in the customers' mind.

Pérez and Rodríguez del Bosque's (2015) findings revealed that a CSR image generates a positive influence on customer identification with companies through the emotions evoked by companies and customer satisfaction. If they invest in CSR and engage in CSR initiatives, companies can identify new CSR opportunities and, thereby, obtain new advantages in competitive markets. One example of this advantage is that, by investing in environmental performance, companies can enhance resource utilization and reduce their fixed costs. This optimized resource utilization also reduces the speed with which landfills get full, creating some shared value for CSR companies (Porter and Kramer 2011).

Overall, many positive incentives can be observed for companies to engage in social and environmental activities. However, consumers may not respond positively to this strategy if they do not perceive that these initiatives are truly altruistic and that the activities are related to the core business and operations of the company (Becker-Olsen et al. 2005). Although companies have obligations and responsibilities that go beyond generating positive economic outcomes for shareholders, this does not mean that managers need to focus the same amount of effort and resources on social and environmental issues. The survival of the average company depends strongly on its capacity to generate wealth (Margolis and Walsh 2003). According to Margolis and Walsh (2003), there are two sets of boundaries that have to be taken into consideration when analyzing the trade-offs between CSR and direct wealth generating investments. First, companies should aid and protect interest groups that are sustainable and that will survive without companies' intervention in the long run. Second, firms need to protect their capacity to perform the primary functions (i.e. producing goods, providing services and generating wealth).

EMPIRICAL COMPONENT

The target population of this study were consumers who fell within 'Generation Y' and 'Generation X', lived in Brazil or Portugal and shopped in food retailers. Therefore, the survey was conducted with Portuguese and Brazilian young people, and the data were collected using a convenience sampling method. Table 2 below presents the demographic statistics for respondents from each country.

Table 2: Descriptive Statistics by Country

		Country			
		Brazil		Portugal	
		Absolute Frequency	Relative Frequency	Absolute Frequency	Relative Frequency
Age	Between 18 and 22	30	23.4%	28	25.2%
	Between 23 and 32	73	57.0%	72	64.9%
	Between 33 and 42	25	19.5%	11	9.9%
Gender	Male	64	50.00%	57	51.40%
	Female	64	50.00%	54	48.60%
	High school or less	9	7.03%	30	27.03%
	Bachelor degree	90	70.31%	42	37.84%
	Graduate/Post-graduate	29	22.66%	39	35.14%
Income R\$ and (€)	Less than R\$291.00 (Less than €500.00)	1	0.80%	(10)	9.00%
	Between R\$292.00 and R\$401.00 (Between €501.00 and €750.00)	1	0.80%	(21)	18.90%
	Between R\$402.00 and R\$641 (Between €751.00 and €1.000)	2	1.60%	(32)	28.80%
	Between R\$642 and R\$1.019 (Between €1.001 and €1.500)	9	7.00%	(19)	17.10%
	Between R\$1.020 and R\$2.480 (Between €1.501 and €2.500)	28	21.90%	(13)	11.70%
	More than R\$2.480 (More than €2.500)	87	68.00%	(16)	14.40%
Marital Status	Single	113	88.30%	102	91.90%
	Married	13	10.20%	8	7.20%
	Divorced	2	1.60%	1	0.90%

Source: Authors

In order to analyze answers to the question ‘What is corporate social and environmental responsibility for you?’, we produced a word cloud based on the 50 most common words in these responses. The largest fonts represent the most common words in the responses. This shows that customers expect a ‘hands on’ approach, since the words related to day-to-day business are ‘business’, ‘actions’, ‘act’, ‘activities’, ‘promotion’, ‘contribution’, ‘development’, ‘help’, ‘protection’, ‘preservation’, ‘quality’, ‘impact’, ‘liability’ and ‘work’. This suggests that customers expect some direct initiatives from companies, which have a reasonable impact on society and the environment in terms of CSR strategies. When it comes to environmental problems, customers are clearly already informed, suggesting solutions for some problems, as keywords include ‘garbage’, ‘materials’, ‘recycling’, ‘reduce’, ‘resources’, ‘reuse’ and ‘waste’.

In contrast, although considered important, social actions did not come with proposed solutions in the majority of answers. It was only possible to find in the cloud tag words such as ‘community’, ‘individuals’, ‘life’, ‘live’, ‘generations’, ‘social’ and ‘society’, with no words offering solutions for the problems mentioned in the tag words.



Figure 1: Tag Cloud for the 50 Most Common Words in Response to ‘What Is Corporate Social and Environmental Responsibility for You?’ Source: Authors

In order to analyze the differences in CSR awareness in each country, a Kruskal-Wallis test was performed with data from both countries. The results reveal that there are no significant differences between the distributions of the level of CSR awareness in each country.

Table 3: Kruskal-Wallis Test for CSR Awareness Levels in Brazil and Portugal

	Country of Origin		Kruskal-Wallis Chi-Square
	Brazil	Portugal	
	Mean	Mean	
I care about environmental protection in daily consumption. (AW01)	4.98	4.97	.464
I pay attention to some social issues involving firms’ charitable donations. (AW02)	4.06	4.32	1.605
I buy products that are acceptable and inexpensive, regardless of whether the provider is socially responsible. (AW03)	4.34	4.55	1.470

Note: *statistically significant at 10%, **statistically significant at 5%, ***statistically significant at 1%
Source: Authors

Next, we perform several Kruskal-Wallis tests in order to evaluate if there are any differences in the distribution of the CSR perceived images for the companies classified or not classified as responsible by the DJSI. The results show that there is a significant difference in Brazil for the variables defined as CT4, CT5, E1, E4, E5, SO1, SO2, SO3, SO4, SO5, SO6, and CO1 in Table 3 above. The same test was done for Portugal, revealing significant differences only in the distribution of the variable SO3.

Table 4: Kruskal-Wallis Test of CSR Perceived Image for Certified and Uncertified Companies, by Country

	Brazil			Portugal		
	Mean Certified	Mean Uncertified	Kruskal-Wallis Chi-Square	Mean Certified	Mean Uncertified	Kruskal-Wallis Chi-Square
Establishes procedures to comply with customer complaints (CT1)	5.47	4.94	5.82	5.07	5.14	0.0089
Deals honestly with its customers (CT2)	5.35	4.99	2.09	5.19	5.09	0.093
Has employees who offer complete information about corporate products/services to customers (CT3)	5.19	4.56	6.47	5.13	5.16	0.12

	Brazil			Portugal		
	Mean Certified	Mean Uncertified	Kruskal-Wallis Chi-Square	Mean Certified	Mean Uncertified	Kruskal-Wallis Chi-Square
Uses customer satisfaction as an indicator to improve product/service marketing (CT4)	5.70	4.76	15.31***	5.43	5.14	0.95
Makes an effort to understand customer needs (CT5)	5.88	5.01	17.92***	5.52	5.35	0.05
Tries to maximise its profits (SH1)	6.53	6.14	4.35	6.04	6.26	0.56
Keeps a strict control of costs (SH2)	5.51	5.31	1.09	5.24	5.51	0.95
Tries to ensure its survival and long-term success (SH3)	6.30	5.94	4.18	6.06	6.16	0.01
Honestly informs its shareholders and/or supervising boards about its economic situation (SH4)	5.00	4.41	5.48	4.35	4.68	0.76
Pays fair salaries to its employees (E1)	4.72	3.81	15.27***	4.09	3.95	0.41
Offers safety at work to its employees (E2)	5.19	4.58	7.03*	4.57	4.74	0.30
Treats its employees fairly (without discrimination or abuse) (E3)	5.05	4.71	1.44	4.72	4.54	0.70
Offers training and career opportunities to its employees (E4)	5.09	4.21	18.29***	4.59	4.67	0.03
Offers a pleasant work environment (e.g. flexible hours and conciliation in conflicts) (E5)	5.05	4.36	8.63**	4.81	4.77	0.17
Helps solve social problems (SO1)	4.93	3.93	14.88***	4.46	4.51	0.12
Uses part of its budget for donations and social projects to improve the situation of the most underprivileged groups in society (SO2)	4.93	3.89	15.18***	4.33	4.60	1.532
Contributes money to cultural and social events (e.g. music and sports) (SO3)	5.40	3.91	25.68***	3.94	4.63	9.32**
Plays a role in society beyond the generation of economic benefits (SO4)	5.09	3.88	18.58***	4.33	4.53	1.10
Is concerned with improving the general well-being of society (SO5)	5.07	3.86	19.75***	4.43	4.32	0.06
Is concerned with respecting and protecting the natural environment (SO6)	5.40	4.18	21.84***	4.57	4.19	2.00
Is concerned about meeting all the legal requirements of each country (GO1)	5.51	5.06	3.09	4.89	5.21	1.73
Is concerned about the proper payment of taxes (GO2)	5.00	4.82	0.87	4.59	4.89	0.95
Gets involved with the government in efforts to help communities (GO3)	4.79	4.39	4.61	4.09	4.44	1.75
Is concerned about fair trade and the acquisition of raw materials at fair prices (SU1)	4.35	3.82	4.080	4.02	3.93	0.13
Makes sure their suppliers do not break the law in order to provide cheaper products (i.e. slave and child labour, tax evasion and excessive pollution, among others) (SU2)	4.79	4.27	4.28	4.74	4.63	0.00

	Brazil			Portugal		
	Mean Certified	Mean Uncertified	Kruskal-Wallis Chi-Square	Mean Certified	Mean Uncertified	Kruskal-Wallis Chi-Square
Works with suppliers in order to find solutions and generate an acceptable quality of raw materials (SU3)	4.53	4.09	5.44	4.78	4.26	2.97
Offers good quality products compared to their competition (C01)	5.72	5.09	8.52**	5.54	5.11	2.39
Follows ethically acceptable competition-related practices in the marketplace (i.e. no unfair competition, no trusts, cartels or dumping) (CO2)	4.53	4.67	0.24	4.57	4.84	1.00

Notes: H0 – the distribution of responses for CSR perceived image is the same for each question, regardless of if the company is classified in the DJSI or not in Portugal and in Brazil; ***statistically significant at 10%, **statistically significant at 5%, *statistically significant at 1%

Source: Authors

Before grouping the variables into categories, we analyzed whether the items belonging to the same stakeholder have an acceptable level of internal consistency (e.g. reliability). The resulting Cronbach's alpha values, which can range from 0 to 1, are higher than 0.7, indicating satisfactory levels of internal consistency or reliability.

Table 5: Cronbach's Alpha for Each Set of CSR Perceived Image Questions

Stakeholder	Number of Items	Cronbach's Alpha	
		Brazil	Portugal
Customers	5	0.78	0.84
Shareholders	4	0.73	0.75
Employees	5	0.86	0.9
Society	6	0.93	0.91
Government	3	0.76	0.79
Suppliers	3	0.86	0.89
Competition	2	0.72	0.74

Source: Authors

We then created a composite indicator for each stakeholder by taking the average values of all the corresponding items. These new variables were used to calculate differences in the two countries in the overall scores of the certified company and other uncertified firms.

Table 6: Average Scores by Company Type (CRS Certified or Not) and by Country

	Country					
	Brazil			Portugal		
	Mean Certified	Mean Uncertified	Kruskal- Wallis Chi-Square	Mean Certified	Mean Uncertified	Kruskal- Wallis Chi-Square
Customers	5.52	4.85	15.81***	5.27	5.18	0.30
Shareholders	5.84	5.45	6.05	5.42	5.65	1.46
Employees	5.02	4.33	13.02***	4.56	4.53	0.3
Society	5.14	3.94	26.3***	4.35	4.46	0.83
Government	5.10	4.76	3.27	4.52	4.85	2.31
Suppliers	4.56	4.06	5.57	4.51	4.27	0.26
Competition	5.13	4.88	1.33	5.06	4.97	0.02

Notes: H0 – the distribution of responses for CSR perceived image is the same for each stakeholder, regardless of if the company is classified in the DJSI or not; *statistically significant at 10%, **statistically significant at 5%, *statistically significant at 1%

Source: Authors

The results only reveal statistical differences for the stakeholders 'customers', 'employees' and 'society' for the Brazilian company with the brand 'Pão de Açúcar'. Therefore, in spite of its CSR accreditation, the other company with the brand 'Pingo Doce' has not been able to influence the perspectives of all the relevant mapped stakeholders.

DISCUSSION AND CONCLUSIONS

This study contributes to the literature by proposing a full list of stakeholders to be targeted in CRS perceived image evaluations. The empirical results reveal that Pão de Açúcar has achieved a significant CSR perceived image advantage compared to its competitors in Brazil and that Pingo Doce's CSR image is undifferentiated from its competitors' image in Portugal. Although CSR strategies are an important part of the business model for both companies, Pão de Açúcar may be leveraging their CSR perceived image position better with their customers and, consequently, acquiring a stronger competitive advantage relative to its competitors than Pingo Doce is. Therefore, this study shows that being certified is not enough on its own to be recognised by consumers as a socially responsible company.

Given that the Portuguese respondents did not recognise Pingo Doce as being more responsible than other companies are, there might be three possible reasons for this result in Portugal that needs further clarification. First, there might exist another company or companies also perceived as responsible by final consumers, regardless of whether these are certified or not. Second, CSR strategies in Europe could be more clearly intrinsic to the market place than it is in Brazil, making it more challenging to differentiate each company for consumers in terms of these issues. Third, since Portugal has been experiencing an economic crisis, there might be a tendency for consumers to withdraw their attention from CSR strategies to focus on price versus quality aspects of products or services (Flatters and Willmott 2009).

Moreover, there may be a significant lack of understanding in consumers' minds about the relationship between some stakeholders and companies. Therefore, both of the certified companies studied could leverage their business more extensively in regards to CSR strategies, by communicating their efforts regarding all their stakeholders to their clients in order to leverage their CSR perceived image. Customers have to be constantly informed about companies' CSR efforts if companies want to leverage their CSR perceived image among their customers.

This can be achieved by integrating CSR efforts into all the companies' operations, in such a way that not only the communication process is related to CSR but also the customer, when in contact with these companies, can understand that these strategies are intrinsic to the companies' goals (Porter and Kramer 2011).

Customers may not have access to the information relative to all company stakeholders, and, therefore, the customers surveyed were not able to differentiate responsible companies in all the dimensions under analysis.

This study analyzed CSR perceived image from the consumer's standpoint. Further studies could access perceived image among different stakeholders and analyze the congruency between responses. Moreover, this study could be extended to other economic sectors and to other countries. Finally, it could be valuable, both to the literature and to companies, to examine opportunities to improve how companies leverage their CSR perceived image, as well as to map the most efficient communication strategies.

This study delivers a couple of propositions that also require further scrutiny in the area of management, but the findings, in essence, support the conclusion that consumers, when analyzing CSR activities, focused more on environmental issues. They have a better understanding of, and information available on, these issues, as shown in the tag cloud created for this study.

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The art of engagement: Brands on social networks

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Abstract

Since the presence of brands on social networking sites is now a constant in accordance with the relational paradigm, it is important to understand the impact of this presence in the relationship brand-consumer, in particular in engagement, the main objective of this study. Given the specific nature of social networks, brands have been using them as a way to get closer to the consumer, as part of their daily life and their social relations, seeking to be perceived as “friendly” brands and reinforce feelings of belonging and commitment. From the universe of brands, Cubanas was the brand selected, based on RankUPT, a statistics website aimed at the analysis of Facebook’s activity in Portugal that makes a daily measurement of homepages, based on the number of fans. A netnographic study was conducted, through a non-interventionist observational technique, added with a collection of qualitative behavioral data which took place between March and December 2015, and also considering the use of secondary data for the descriptive analysis of the brands in question. Metrics used for measuring engagement were the most commonly used in other studies (e.g., likes, sharing, commenting), along with the Malhotra, Malhotra and See (2013) criteria for the drivers of engagement. The results are discussed and the academic and business implications of the study are examined, in particular for branding and relationship marketing.

Keywords

Branding, engagement, fashion brands, netnographics, social networks.

1. INTRODUCTION

Since its inception social media has modify the way we live, communicate and express ourselves. Key feature of this “new world” is its omnipresence provided by the multi-platform connectivity: we live constantly connected despite the place, the time and the device.

Market researchers and professionals have agreed that social networking sites (SNSs) are radically changing the marketing landscape and will continue to be a critical driver of successful marketing communication. Aware of this new reality brands have been adapting the way they communicate and build relationships with consumers on a more personal level (Tsai & Men, 2013).

Because Facebook is undoubtedly the most famous and leading SNS, brand pages on Facebook have become the key platform where consumers interact with brands providing them with a strategic social venue that captures customers and engages with them. The fashion industry is one of the sectors that aim to be present in Facebook turning it into a highly competitive platform for these brands comprising both the famous griffes and the lesser known fashion brands. Consumers have in the context of consumerist society a great power in the dissemination and sharing of fashion brands and not surprisingly social media in general and SNSs in particular reinforces this network effects (Wolny & Mueller, 2013).

With the rapid growth of SNSs, academic research on the topic has struggled to keep pace and several research streams have emerged although they failed to fully understand the dynamic, communal, and highly social advantages of SNS communications for relationship-oriented consequences.

In order to fill this academic literature gap and given the strategic importance to brands to keep customers engaged, the current study focuses on validating the engagement drivers on Facebook brand pages as proposed by Malhotra et al. (2013). The brand under study is Cubanas. Established in 2005, Cubanas is a Portuguese dynamic, young and glamorous brand which produces footwear and a wide range of fashion accessories, mainly directed to a female target. The brand positioning is that of a fashion expert, launching trends and marking the fashion footwear. In SNS, namely in Facebook, it transmits this expertise through a direct discourse. Its posts reflect the frequent launching of new collections, many of them associated with events and Portuguese celebrities, and attempts to establish itself as a trendsetter, dictating fashion tendencies and emphasizing the media coverage of the brand’s success.

Based on our study findings, we hope to positively contribute to academic research and to provide guidelines to help advertisers and their brand communicators address consumers’ needs and interests and to capitalize on the interactive, communicative, and collaborative characteristics of SNS.

The paper is structured as follows: The next section provides a brief overview of the research approach adopted. It is followed by a literature review, which addresses the engagement concept and its known antecedents on SNSs on the marketing literature. Next, we provide the key results attained, followed by a discussion of the scholarly and managerial implications that arise from this study.

2. METHODOLOGY

The method selected for this research is netnography, which Kozinets introduced in the late 1990s. Netnography is a qualitative research methodology, which adapts ethnographic research techniques to the study of computer mediated social interaction (Kozinets, 1997, 2011). The process of netnography uses publicly available information found in online context which was deemed as an appropriate non participatory observation method to gather information on brand activity and consumer interaction.

For the purpose of our study we selected the Cubanas brand page on Facebook. According to the latest study “Portuguese and Social Networks in 2015” by Marktest Consulting, Facebook is the most popular social network in Portugal, the most used and more credible, that informs better, the most interesting and also the most addictive. Based on FBRank2015, a statistics website aimed at the analysis of Facebook’s activity in Portugal that counts the number of fans on a daily basis, Cubanas was the selected brand although it was the 3rd top brand specialized on shoes and accessories because 1) is a griffe brand in opposition to the 1st one (Seaside, a Fast Fashion Brand); 2) is not seasonal contrary to Paez, a summertime fashion brand.

The independent variables are the drivers of engagement proposed in our research model and are operationalized as categorical data assuming the value “1” for “yes” and “zero” for “no”. Nominal data was collected manually for each driver based on the content analysis of each publication. Next table presents the set of engagement drivers (Malhotra *et al.*, 2013).

Table 1 – Drivers of Engagement

Varíavel Label	Concept (Malhotra <i>et al.</i> , 2013)	Example
Multimedia	Including pictures/videos	The posting has fotos and/or videos
Events	Messages referring holidays, festivals, important dates, etc	The publication is associated with an event (eg. the Valentine's Day)
Brand	Promoting brand and products	Postings with marketing information related to products (eg. new models; new shop)
Sucess	Sharing sucess stories, achievements, awards, etc	The publication reports a success of the brand (eg. the brand in a magazine)
Information	Creating informational value for fan's enrichment and education	The publication is on additional matters (or not) of the product (eg. Fashion trends)
Humanization	Sharing posts that contain emotions	The publication is like a conversation between friends (eg. “how do you feel to go to the beah?”)
Humor	Posts with humourous messages/pictures	The publication is funny; makes you laugh (eg. a joke)
Likes	Ask directly to be liked	The publication calls for a “Like”

The dependent variable is the engagement operationalized by three metrics, number of likes, shares and comments as proposed in the research model. Data was manually collected for each post.

Postings and respective data were collect from the 1st of March until the 31st of December 2015 that resulted on a total of ten months and of 499 publications.

3. LITERATURE REVIEW

3.1. SOCIAL NETWORKS AND THE NEW RELATIONSHIP PARADIGM WITH USERS

It is a peaceful assertion that, in the last decade, the emergence and flourishing of Web 2.0 (O'Reily, 2005), how to create interaction environments, opened a brave new world of opportunities and benefits for companies, brands and the general population resulting from the ease of communication and information dissemination speed. This raises new environments and new features such as social networking sites (Facebook, LinkedIn, Instagram, Twitter, MySpace...) in which users interact, communicate and share content.

In a business perspective, increased user power, fostered by new technologies, should be seen as a structural change and not a fad or a passing phenomenon, forcing the adoption of new management strategies, communication and relationship (Pires, Stanton, & Rita, 2006). Faced with the evidences, Kacuk (2009) states that companies cannot continue to look at their public as passive elements, but as *prosumers* (Tofler, 1980) and active partners, should better understand the environments mediated by computers and the internet in order to get create more effective communication programs and able to lead to building strong relationships between the public and businesses. In essence, advocates Rodrigues (2012), companies should be able to take advantage of this new reality, seeing it as a value-creating source, making it imperative to hear the users and manage connections to strengthen the relationship of trust in the company, meet the expectations and act in order to have satisfied public and available to users, free will, defend and promote the organization (Kietzmann, 2011; Kucuk, 2009).

3.2. ENGAGEMENT

Although it is not a new concept, having been widely debated in the last decade by a variety of disciplines providing specific approaches (Erat et al, 2006; Brodie et al, 2011; Hollebeek, 2011), only recently the concept of engagement has captured the attention and the prominent place on the agendas of marketers and in the relevant specialist literature (Brodie et al, 2011; Kumar et al, 2010, Vivek et al, 2014). The achieved prominence drift beyond of the urgent need to find an indicator that recognizes that the relationship between companies, brands and their audiences evolve according to the experience and depth dialogue (Ryan & Leong, 2007), as emotional and rational ties are established (Rodrigues, 2012).

In essence, it is a promising concept that indicates a high predictive power and explanatory face to a valuable set of results focus of consumer behavior such as loyalty, trust or commitment to a company or brand (Grégoire, Tripp & Legoux, 2009; Pham & Avnet, 2009). This enthusiasm inherits greatly, the emergence of a new dominant logic in Marketing, as is advocated by Vargo and Lush (2004, 2008) or Vivek, Beatty and Morgan (2012), and it tends to move away from a centered perspective only by the producer and the tangible exchanges focusing on the users (increasingly active and participative) and

intangibles such as "skills, information and knowledge towards the interactivity and connectivity and ongoing relations " (pg. 15).

The base is highly relational (Vivek et al., 2012) and interactive because as consumers, brands and companies interact are developing increasingly close, continuous and deep ties increasing affinity levels, intimacy, commitment and mutual trust. For Calder and Malthouse (2009) it is about connecting the public and brands to enable and establish a dialogue and interaction continues and imbricated two-way, co-creating value (Brodie et al., 2011); thinking brands and experiences and providing opportunities for the public to experiment with content, information and amplification.

Observing the literature we can conclude that the investment in academic subject - materialized in a range of theoretical studies, shows some of the main weaknesses. One comes from the paraphernalia of the very concept definitions, compromising an appropriate measurement of the construct itself, having raised several warning voices suggesting that the field of study lacks an integrative concept of sustainable empirical basis and a generalizable scale (Verhoeff et al, 2010; Bolton, 2011; Vivek et al., 2014). Based on the review of the literature conducted and the objectives of this research, we consider that the recent definition provided by Hollebeek et al. (2014) - fully focused to the context of social networks, it is a paradigmatic example that incorporates many of the elements discussed above: "it is the level of cognitive investment, emotional and behavioral during a specific focal interaction with a brand, organization or community (pg. 6).

In short, the concept of engagement implies involvement, participation, commitment, trust, loyalty, integrity, pride, passion, pleasure and satisfaction. It is the result of interactions with public and goes beyond merely instrumental value of the brand or company, to the extent that considers the impact of the experience and implies an emotional connection and the consumer involvement in the construction of its meanings (Rodrigues, 2012).

3.3. ANTECEDENTS OF ENGAGEMENT

Like the proposals for the definition, the literature is also winded in respect to the predictors of engagement. For example, Mollen and Wilson (2010) when analyzing consumer engagement in online context showed that telepresence and perceived interactivity leads to greater engagement. Brodie et al. (2011) have referred to the possibility of participation is another consumer engagement requirements that are present in social media.

Chan et al. (2014) study on consumer engagement in online communities of brands concluded that the perception of support provided by the system leads to greater consumer engagement towards the brand. In this factor joins the perception of freedom of expression, starting from the assumption that the more users experiment an environment to freely express, exchange and share information and comments the higher will be the engagement with the brand and the community online. Finally, also the rewards (monetary and / or psychological) and recognition are predictors of engagement. In this case,

the engagement level will depend on the amount of rewards and recognition assessed by users who, in turn, will feel obliged to reciprocally respond with high doses of engagement.

Also deVries, Gensler and Leeftang (2012), when studying the main factors influencing the popularity of posts placed by brands on social networks, based on the assumption that the banners and posts published by the brands need to have specific characteristics to become more salient and therefore capture the attention and the reaction of consumers (Fennis & Stroebe, 2010). Throughout their research, argue that the vividness of posts – expressed for example, by including images and dynamic animations, improve the attitude towards the brand which, itself, leads fans to like or to weave positive comments about it. Also, refer to the level of interactivity fostered between brands and consumers, such as inter consumers (Hoffman & Novak, 1997), the possibility of the posts of the brands become more popular among users. Added to this, information and entertainment around the brand, such as the sharing of positive comments about the brand. Finally, they argue that the publications of the brand positioned at the top of the fans of pages lead also to a higher popularity rating them.

Also Malhotra Malhotra and See (2013) sought to realize - through a comparative analysis - the reason why some brands could get greater engagement on Facebook. By analyzing more than 1000 posts of 98 global brands concluded there are 7 preferred predictors of likes, comments and shares made by fans, which are: brand communication - promoting the brand, its products and sharing the successes and achievements of the brand; providing informative value about the history and profile of the brand; using humor – posting messages and humorous images; humanization of the brand - depicting the mark as an object with life and emotion it were; request likes - asking directly and objectively likes the posts that are placed on the page; communication and promotion of related events and associated with the brand and posting images and multimedia elements. Thus, the versatility and consistency of the proposed Malhotra et al. (2013), applied to Facebook, derive the following research hypothesis:

H1: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) number of shares and (c) number of comments, is dependent on the inclusion of messages that appeal to images and multimedia elements in a publication.

H2: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) number of shares and (c) number of comments, is dependent on the inclusion of messages that appeal to events in a publication.

H3: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) number of shares and the (c) number of reviews is dependent on brand communication in a publication.

H4: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) number of shares and (c) number of comments, is dependent on the inclusion of messages that appeal to the success of the brand in a publication.

H5: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) number of shares and the (c) number of comments, is dependent on the inclusion of additional information in the mark publication.

H6: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) number of shares and (c) number of comments, is dependent on the inclusion of messages that appeal to humanization of the brand in a publication.

H7: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) number of shares and (c) number of comments, is dependent on the inclusion of humor messages about the brand in a publication.

H8: the involvement of consumers with brands on Facebook, such as the (a) number of likes; (b) (c) number of shares and number of comments, is dependent on the request for likes contained in a publication.

4. EMPIRICAL COMPONENT

Over the period under review, the brand posted 499 messages. In daily analysis the most common number of publications was two, nevertheless in special occasions (eg. opening store), the brand posted several times a day up to a maximum of five.

Analyzing the total number according to the criteria proposed by Malhotra publications, it was found that the inclusion of photos / videos is constant in all publications brand (99%) with only 5 publications which do not use multimedia elements. Additionally, publications are primarily informative content, either on the brand and product (58.9%) or on supplementary issues (48.5%).

The reference to events and “asked to be liked” are seldom used (19%). Messages are essentially characterized by their objectivity in which the characteristics that humanize the brand (14%) or that make it funny (2%) are rarely present.

Regarding the indicators of the engagement it was found that for a total of 170,137 interactions with the brand, there is a manifest predominance of the number of likes (96%) compared to the number of shares (4%) and comments (3%).

To validate the hypotheses of our theoretical model we used the chi-square test. It is a non-parametric test used to determine whether two variables are independent or not. (Oliveira, 2012). Table 2 presents the results of hypothesis testing and their validation.

Table 2 – Hypothesis test and results

		H1	H2	H3
		Foto/video	Events	Brand
a)	Likes	$\chi^2=13,506$; df=5; p-value=0,019 < 0,05 (*) Nº of Likes and Foto/Video can be associated H1a) not totally supported for $\alpha=5\%$	$\chi^2=13,512$; df=5; p-value=0,019 < 0,05 Nº of Likes and Events are dependent H2a) supported for $\alpha=5\%$	$\chi^2=156,075$; df=5; p-value=0,000 < 0,05 Nº of Likes and Brand are dependent H3a) supported for $\alpha=5\%$
b)	Shares	$\chi^2=1,502$; df=2; p-value=0,472 > 0,05 Nº of Shares and Foto/Video are independent H1b) not supported for $\alpha=5\%$	$\chi^2=0,306$; df=2; p-value=0,472 > 0,05 Nº of Shares and Events are independent H2b) not supported for $\alpha=5\%$	$\chi^2=78,020$; df=2; p-value=0,000 < 0,05 Nº of Shares and Brand are dependent H3b) supported for $\alpha=5\%$
c)	Comments	$\chi^2=1,182$; df=2; p-value=0,554 > 0,05 Nº of Comments and Foto/Video are independent H1c) not supported for $\alpha=5\%$	$\chi^2=2,364$; df=2; p-value=0,307 < 0,05 Nº of Comments and Events are independent H2c) not supported for $\alpha=5\%$	$\chi^2=91,945$; df=2; p-value=0,000 < 0,05 Nº of Comments and Brand are dependent H3c) supported for $\alpha=5\%$

(*) 50% have expected count less than 5

Table 2 – Hypothesis test and results (cont.)

		H4	H5	H6
		Sucess	Information	Humanization
a)	Likes	$\chi^2=8,642$; df=5; p-value=0,124 > 0,05 Nº of Likes and Sucess are independent H4a) not supported for $\alpha=5\%$	$\chi^2=15,373$; df=5; p-value=0,009 < 0,05 Nº of Likes and Information are dependent H5a) supported for $\alpha=5\%$	$\chi^2=44,733$; df=5; p-value=0,000 < 0,05 Nº of Likes and Humanization are dependent H6a) supported for $\alpha=5\%$
b)	Shares	$\chi^2=4,028$; df=2; p-value=0,133 > 0,05 Nº of Shares and Sucess are independent H4b) not supported for $\alpha=5\%$	$\chi^2=12,624$; df=2; p-value=0,002 < 0,05 Nº of Shares and Information are dependent H5b) supported for $\alpha=5\%$	$\chi^2=8,407$; df=2; p-value=0,015 < 0,05 Nº of Shares and Humanization are dependent H6b) supported for $\alpha=5\%$
c)	Comments	$\chi^2=16,136$; df=2; p-value=0,000 < 0,05 Nº of Comments and Sucess are dependent H4c) supported for $\alpha=5\%$	$\chi^2=6,706$; df=2; p-value=0,035 < 0,05 Nº of Comments and Information are dependent H5c) supported for $\alpha=5\%$	$\chi^2=35,462$; df=2; p-value=0,000 < 0,05 Nº of Comments and Humanization are dependent H6c) supported for $\alpha=5\%$

Table 2 – Hypothesis test and results (cont.)

		H7	H8
		Humor	Liked
a)	Likes	$\chi^2=7,794$; $df=5$; $p\text{-value}=0,168 > 0,05$ Nº of Likes and Humor are independent H7a) not supported for $\alpha=5\%$	$\chi^2=7,639$; $df=5$; $p\text{-value}=0,177 > 0,05$ Nº of Likes and Humor are independent H8a) not supported for $\alpha=5\%$
b)	Shares	$\chi^2=7,507$; $df=2$; $p\text{-value}=0,687 > 0,05$ Nº of Shares and Humor are independent H7b) not supported for $\alpha=5\%$	$\chi^2=2,412$; $df=2$; $p\text{-value}=0,299 > 0,05$ Nº of Shares and Liked are independent H8b) not supported for $\alpha=5\%$
c)	Comments	$\chi^2=0,504$; $df=2$; $p\text{-value}=0,777 > 0,05$ Nº of Comments and Humor are independent H7c) not supported for $\alpha=5\%$	$\chi^2=1,021$; $df=2$; $p\text{-value}=0,600 > 0,05$ Nº of Comments and Liked are independent H8c) not supported for $\alpha=5\%$

5. DISCUSSION

The purpose of this study is to examine some of the antecedents of consumer engagement, which remain understudied in the literature (e.g., De Vries & Carlson, 2014). Building on the theoretical framework proposed by Malhotra et al. (2012), the focus of this paper is to empirically examine the drivers of consumer engagement on Facebook of one brand from the Portuguese footwear industry, Cubanas.

Our results showed that Cubanas' posts that promote the brand and its products, transmit informational value regarding the brand and humanize it, through eliciting emotions, have a significant impact on the level of engagement of its followers, expressed through the increased number of likes, shares and comments. Moreover, as our findings indicate, several strategies advocated by Malhotra et al. (2013) as drivers of engagement, as using humor or actively requesting likes, seems to have a lessened importance in Facebook communication strategy of this footwear brand.

According to the literature, to create engagement in social media, brands should have wall posts with relevant and unique content (Schlinke & Crain, 2013). Additionally, information that is shared on the products or the brand has a significant effect on the number of likes (Stephen, Schiandra, & Inman, 2015). Since Cubanas acts as a trendsetter, the fans look first for content which is product related. Therefore the brand's promotional posts presenting new collections or that passes along information on how the company operates or about its products fit within the category of relevant and interesting content, thus creating more engagement.

At the same time, consumers do not look only for products, nor value solely the brand's functional attributes (Palmer & Koenig-Lewis, 2009). They also look for a brand's identity to which they can identify (Aaker, 1996) and posts that humanize the brand and express human emotions (Malhotra et al., 2013). Our results show that messages that contain an emotional appeal and help create this connection between consumer and brand translate into a more favorable response of the fans, expressed in an increased level of engagement.

One relevant finding is that fans positively react to content that shares the brand's success stories, its achievements and awards, which is significantly related to the number of comments. Although this does not increase the number of likes, as Malhotra et al. (2013) defend, nor sharing, producing comments may stand as a signal that the fans are aligned with Cubanas as a successful brand.

Additionally our results show that posts referring to important events for the brand or the consumer significantly increases the number of likes, although they do not create more sharing or commenting actions from the fans of the brand. This interesting set of results may reflect the relevance or importance of this type of post for the consumers and their level of engagement. Users value social media because it helps them keep up with events (Hermida, Fletcher, Korell, & Logan, 2012). This value can be expressed through the use of likes, which reveals the consumers' positive attitudinal responses to this type

of content (Stephen et al., 2015). Yet, individuals seek primarily to share what is interesting, important or funny (IPSOS OTX, 2013) and special days and events come as information that is interesting to the individual but not relevant enough to spread WOM with their network. Sharing, as commenting, implies a more active contribution of the users to page content, as stated in Muntinga, Moorman and Smit's (2011) typology of consumers' online brand-related activities (COBRas), and since both of them are relatively less easy for users to take than likes, these type of actions occur when the consumer is more engaged (Stephen et al., 2015). Thus, this is an outcome of interest because it reveals a lower-level of engagement with these type of content in the case of Cubanas' Facebook communication.

Examining the multimedia question, our Hypothesis 1 was not confirmed. In this case the data did not meet the basic assumptions for the use of the chi-square test. Although the results must be taken with caution, they suggest that the presence of videos and pictures may be positively associated with more likes.

Overall, this study reveals that providing informative and humanizing Facebook posts about the brand and its products, in particular when launching new shoe collections, increases the interaction with the Facebook page of Cubanas', fostering the followers' level of engagement. Referring to important events, produces a lower level of engagement whereas sharing the brand's success leads to a moderate engagement, only expressed through comments.

It is also worth noting that, as our findings indicate, Cubanas' communication strategy on Facebook does not relies on all the strategic drivers proposed by Malhotra and his colleagues (2013), like humor or calls to action as asking for likes, which are seldom used. The nonuse of these last strategies may came as a result of the knowledge that Cubanas' has on its SNSs followers. In this case Cubanas' fans react mainly with likes instead of sharing, which suggests a fan profile more connected with the brand than with the others (e.g., Ho & Dempsey 2010). They also communicate more on Facebook when new products or collections are launched, searching for objective communication on the product (e.g., price, where to buy). Both factors may explain their propensity for more utilitarian/informative posts and the main strategies that the brand choose to communicate on SNSs.

This research adds insights to the current literature on engagement for SNSs, by developing a more comprehensive understanding on how different contents and types of posts affect consumers' engagement actions toward brands in Facebook. A large number of companies use social network platforms for customers to come together, but still are not sure where or how to target their efforts (Vivek et al., 2012) to get their fans engaged in contributing to the brand-consumer communication in social media. Attending to this, our results provide managerial guidance for the footwear industry to develop marketing strategies on SNSs according to the consumer engagement patterns found.

This study presents several limitations that should be addressed in future research. First, data was gathered on a single brand, on a limited (10 months) time period and on single SNSs format (Facebook), which restricts the generalization of the study findings to other brands and social media formats. Thus,

further research that analyzes other brands in the same industry domain, on multiple social media formats and examines an extended time period is needed in order to generalize the present findings. In addition, the Malhotra's et al. framework used to classify the Facebook posts can be refined. For example, a more detailed consideration of content types of posts (e.g., Cvijikj & Michahelles, 2013) might better inform marketers on how brand-consumer interactions on social media can be more fruitful. Thus, future studies may examine additional indicators of engagement (e.g., types and valence of comments, brand feedback to comments) to provide a more detailed view on the consumers' actions and reactions to social media marketing.

6. CONCLUSIONS

In a society where social media is gaining its momentum and where users act as prosumers and have an increasing power (Kacuk, 2009), companies and brand managers must understand how to deal with this new reality, that come here to stay (Pires et al., 2006). Social media is a fast-growing marketing communications channel and is where many consumer-brand interactions occur nowadays (Stephen et al., 2015), so it is fundamental that the brand knows how to effectively use it for communicating and engaging with consumers (Gensler et al., 2013).

This study reveals that for Cubanas' to deepen consumers' engagement levels, the brand must rely on engagement strategies that humanize and promote the brand and its products, share its success stories, transmit informational value and create emotions. Acknowledging the effects that these characteristics of posts have on users' engagement may help brand managers to effectively exploit SNSs within the marketing communications of the brand.

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The tipping-point of academic spin-offs: the case of Veniam

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Abstract

In line with policy initiatives to foster economic growth, many universities have taken action to develop a 'third mission' by promoting links with knowledge users and by facilitating knowledge transfer (Etzkowitz, Webster, Gebhardt, & Terra, 2000). Within this framework, commercialization through spin-off creation is considered a prime example for generating academic impact, as it constitutes immediate, measurable market acceptance of academic research outputs (Markman, Siegel, & Wright, 2008). As a consequence, most European universities have developed a resource-capability mix for supporting academic entrepreneurs in establishing science-based companies. However, this may not be enough for driving innovation into the marketplace, since most academic spin-offs experience very low levels of growth (Harrison & Leitch, 2010). Furthermore, several studies have highlighted that the impact of academic spin-off on local economy is quite small (Iacobucci & Micozzi, 2012).

This paper describes the creation of Veniam, a company whose intellectual property was developed by researchers from two Portuguese universities. Veniam turns vehicles into Wi-Fi hotspots, thus expanding internet access in crowded urban spaces. The company has built and deployed the largest network of connected vehicles in the world and is backed by leading venture capital funding from the US. The analysis of this case study allowed the assessment of spin-off's key success factors through a multi-stage methodology. The funders' business network, existence of patents and the participation in an accelerator program was crucial to boost Veniam's growth. It was interesting to find out that those factors occurred at a specific point in time - the tipping-point. Although based in just one case, the model is expected to have a broader scope and would enable a better understanding on the impact of policy measures to develop academic entrepreneurship.

Keywords

Academic spin-offs; tipping-point; academia business collaboration; entrepreneurship; success factors

1. INTRODUCTION

Academic entrepreneurship is often part of a broader range of activities promoted by Universities aiming at bridging the gap between academia and companies. Those activities involve not only the creation of new ventures, but also the promotion of knowledge and technology transfer to companies or society in general. According to the State of European University-Business Cooperation Report (Science-to-Business Marketing Research Centre, 2011), there are eight types of cooperation between university and business: i) R&D collaboration; ii) academic mobility; iii) student mobility; iv) R&D commercialization results; v) curriculum development & delivery; vi) lifelong learning; vii) entrepreneurship; and viii) governance (Galán-Muros, Davey, Meerman, Rivero, & Silva, 2013). From those, university spin-offs are considered the main output of a university's entrepreneurial activity and one of the rare significant engines of the direct commercialization of universities' intellectual property (Pattnaik & Pandey, 2014).

A glance through the literature shows that spin-off definition is not consensual, leading to a misunderstanding about the boundaries of this research area. For instance, according to Wright et al. (2007) and Shane (2004), a spin-off is defined as a new venture that is dependent upon licensing or assignment of a university's intellectual property (IP) for initiation. This is a narrow definition, but it is the most widely quoted in empirical studies, since it is easy to keep track of university's IP. In the specific case of university spin-offs, several scholars argue that the new product/service should be generated while the inventor/innovator is employed by a university and later becomes responsible for the creation of a new company (Klofsten & Jones-evans, 2000; Sternberg, 2014). Pirnay, Surlémont, & Nlemvo (2003) also emphasize the importance of the relation between the inventor/entrepreneur and a university, and stress three conditions a spin-off must fulfil: (1) it takes place within an existing organization, generally known as the "parent organization"; (2) it involves one or several individuals, whatever their status and function within the "parent organization", and (3) these individuals leave the "parent organization" to create a new one. This, on the other hand, is a broader definition of a spin-off, more focused on the technology transfer activities which led to the foundation of a new company, and it will be the underlying definition used in our research work.

It is clear that the creation of university spin-offs emerges as a consequence of the entrepreneurs' desire – usually students, graduates or academic staff - to explore an opportunity despite the risk and the lack of control over the indispensable resources to pursue this path (Shane & Stuart, 2002). Moreover, it contributes to turn university knowledge into marketable products, processes and services (Pirnay et al., 2003), which will also foster relevant knowledge spillovers, with impact on regional economic development (Audretsch & Keilbach, 2004; Berbegal-Mirabent, Ribeiro-Soriano, & Garcia, 2015). Despite the interest of academic spin-offs by policy makers and universities, Harrison & Leitch argue that the impact on economic regional development and competitiveness is very small because *"the vast majority of university spin-off companies are small business new technology-based firms, set up to exploit limited portfolios of technological/intellectual assets, and with limited growth aspirations or potential"* (Harrison & Leitch, 2010, p. 1255). This vision is usually due to companies' inability of scaling-up or the limitations related to the technology and the business strategy.

Several studies have reported that within a university, few academics (generally below 10%) are involved in commercialization activities (patenting and licensing, and spin-offs), while 20-50% are involved in other types of collaborative activities, such as consulting and collaborative research (D'Este & Perkmann, 2011; Klofsten & Jones-evans, 2000). As a consequence, about 75% of inventions produced in universities and research centres are not commercialized at all (Swamidass, 2013). Nevertheless, there are several cases of university spin-offs that have grown to become major market players in several economic sectors. Those companies started like many others, but at a specific point in time, they experienced a change in their performance and started attracting significant venture capital investment, as well as an increase in size and revenues. Therefore, the question arises: which are the factors that motivate these changes or, as we would like to call it, the tipping point, which Gladwell (Gladwell, 2002) defined as the "moment of critical mass, the threshold, the boiling point". Understanding the factors that underpin the tipping point of academic spin-offs has become increasingly important, as it contributes to improve policy measures aiming at promoting entrepreneurship and economic development, both at a regional and national levels. The current research argues that the spin-offs' tipping point is influenced by a set of conditions and factors. There are several studies in the literature focusing on the success factors of spin-offs, yet there is no answer to the most important questions: **what triggers the spin-off's tipping-point? What drives the spin-offs to achieve, at a given moment, such a valuable position in the market?**

2. METHODOLOGY

The research approach was based on case study analysis, namely on the screening of company's documents and in-depth interviews with the company's founders and current CEO.

Considering that most case studies rely on an entrepreneurial narrative and link the success or failure of spinoffs to the entrepreneur's profile (Perren & Ram, 2004), we present a multi-layered approach framework applied to the case study of Veniam as a way of mapping and understanding the relationship between the different factors. The previous research offers theoretical and practical perspectives concerning the spin-off phenomenon during the companies' lifetime and presents the relevant factors to their success without exploring the links between the factors that trigger the tipping-point. Moreover, it is not possible to ignore the underlying interdependencies of factors – people, company and environment - if we want to obtain a comprehensive approach of the phenomenon. It is also important to consider the different nature of the spin-offs and their own

context, because it is likely that each path and decisions are unique. Factors presented in the case of Veniam are likely to connect differently in other cases at the tipping-point moment and must be seen in a multi-dimensional perspective.

According to (Vissak, 2010), “the case study method has been used in several areas”, as it provides the examination of a single or small number of cases using different sources of evidence, through context and complex conditions (Yin, 2012) and is also accepted within the small business and entrepreneurial research community. Through the use of different data sources, the validity of the process is ensured, as well as a clear understanding of the phenomenon.

In order to acknowledge the actors, interactions, emotions and behaviours for a specific process related to the success of academic spin-offs through time (Woodside, 2010), we followed Yin’s (Yin, 2012) and established a set of five stages: design of the case study, collection of the study’s data, data analysis, presentation and report of the results.

The selection of the most important factors was guided by the literature review on the success of academic spin-off companies. The summary of the factors related to spinoff success proposed in different studies is described in Table 1. Based on the previous studies, a semi-structured interview with 3 groups and 28 questions was created and conducted at the spinoff company in question.

3. LITERATURE REVIEW

University spin-offs are usually the result of a long and usually complex development path (Birley, 2002), which involves all the activities and actions associated with the perception of opportunities and the creation of organizations aimed at pursuing them (Bygrave & Hofer, 1991). Usually these new ventures operate in market environments with unique characteristics, such as a greater degree of turbulence, a higher product differentiation, an earlier stage of the industry life cycle, a higher market growth rate, a shorter expected life cycle, the existence of more visible future technology, an easier entry into the market, more diverse suppliers and a higher level of consumer involvement in purchase decisions (Gartner, Starr, & Bhat, 1999). Thus, its creation and development demand a wide range of support measures and infrastructures, such as incubators, seed money and other specialized types of assistance (e.g. mentoring and business coaching). Nevertheless, even with all the aforementioned support measures, most university spin-offs still fail within their first couple of years of activity.

Therefore, understanding the factors that influence the economic success and sustainability of spin-off companies is of paramount importance for assessing the efficacy of support measures, and for proposing the implementation of new ones.

In recent years, several studies and empirical investigations have been published in this field, but the results are not entirely consistent. On the one hand, Stuart and Abetti (1987) have analysed success factors of 24 new technical ventures, all associated with a university incubator or a technology park. Their main findings show that the most relevant factors were the **entrepreneur’s personal characteristics and experience**, as well as the **characteristics of the market** the company was operating in. Within their study, a strong negative correlation was evidenced between success in young technological companies and market attractiveness. Thus, companies entering in smaller and slowly growing markets were doing better than those in the larger and fast growing markets.

Furthermore, Kakati (2003) has determined that **entrepreneur quality, resource-based capability, and competitive strategies** were the critical determinants of the firm’s viability and achievement. In this case, the entrepreneur’s characteristics had a more important impact on spin-off success than financial aspects or technology protection, since the driver of those spin-offs was mostly depending on the motivation of the team. Similarly, Chorev & Anderson (2006) concluded that the **core team expertise and commitment** were vital for the success of high-tech new ventures in Israel, along with the **idea itself and marketing strategy**. Also, the same authors found out that the least important factors to a spin-off success were external to the company, such as the economic, political and general business environment.

On the other hand, Song et al. (2008) have promoted a meta-analysis using 106 studies which enabled the identification of 24 meta-factors related to the performance of new technology ventures (NTV). That study has identified five factors that did not have a significant effect on spinoff performance: R&D experience; prior start-up experience; environmental dynamism; environmental heterogeneity and competition intensity. Those were rather interesting findings, since the role of prior start-up experience seems to be clearly overestimated in several papers and books concerning the entrepreneurial process.

Hayter (2015) argues that spin-offs that receive **venture capital funding** have more opportunity to commercialize the technology and scale-up, specifically when the companies are at an early-stage.

Moreover, the **entrepreneur’s network** is important, according to Scholten et al. (2015), and acts as an important resource pool for fostering the development of the different dimensions that constitute a business.

According to Sternberg (Sternberg, 2014), the **regional context** of the spin-off company is considered to be an important influence to their growth, as well the **government programs to support entrepreneurship**.

The **universities’ influence** in attracting funding for spin-offs is pointed out by Soetanto & Van Geenhuizen (2015) as an important factor to overcome the lack of resources and achieve a competitive advantage more efficiently. The spin-offs with the ability to develop a pattern of networks with the parent organization will have easier access to funding, especially if they have a strong technological profile.

Although the set of factors influencing success is relatively broad (Table 1), it is possible to group them into: people, company and environment related factors, which, in turn, can provide a framework to assess a company’s tipping-point (Figure 1).

Table 1

Summary of spin-off's success factors.

Author & Year	Methodology	Factors to spin-off success
Kakati (2003)	Quantitative	(1) Entrepreneur quality: size of venture team, desire for success, creativity, courage, Enthusiasm/work capacity, competence on the field of endeavour, capability of sustained intense effort, ability to evaluate and react to risk well, ability to articulate in the discussion, attention to detail, familiarity with the target market, leadership quality, track record that was relevant to venture; (2) Resource-based quality: managerial capability, technical capability, marketing capability, input sourcing capability; (3) Competitive strategy: quality strategy, cost strategy, innovation strategy, and customization strategy.
Chorev (2006)	Quantitative	Idea, strategy, core team commitment, core team expertise, marketing, management, customer relationships, R&D.
Song et al.(Song et al., 2008)	Quantitative	(1) Market and opportunity: Market scope (2) Entrepreneurial team: Industry Experience; Marketing Experience; (3) Resources: Financial Resources; Patent Protection; Size of Founding Team; Supply Chain Integration.
Hayter (Hayter, 2013)	Quantitative	Previous faculty consulting experience; Venture capital; Multiple and external licenses; Outside management; Joint ventures.
Sternberg (Sternberg, 2014)	Quantitative	Regional environment.
Schoelten et al. (2015)	Quantitative	Bridging ties and entrepreneurs network.
Hayter (2015)	Quantitative	Type and size of the academic entrepreneur's social network.

In this case, *people related-factors* encompass the personal characteristics of the entrepreneur (creativity, courage, work capacity, competence within the field, capability of sustained intense effort, ability to evaluate and react to risk well, thinking style), the ability to gather resources (leadership and motivational ability), the prior experience in the field and technological background (R&D and industry experience) and social network capacity (ties and size). This group of factors is centred in the entrepreneur and also considers their managerial and strategic capability, the capacity to evaluate the market, identify opportunities and overcome barriers related to the unknown.

The *company related-factors* comprise a broad scope of factors, such as the idea itself and its scope, product quality, team size and expertise, existence of intellectual property (patent protection or licenses), access to funding (business angels, venture capital or others) and company strategy (innovation and marketing). These factors are solely concerned with the business perspective.

In turn, *environment related-factors* consider external aspects that could influence spin-off success: regional environment (dynamism, specialization), parent organization (partnerships), support infrastructures (business incubators, technology transfer offices), entrepreneurship policies and public programs.

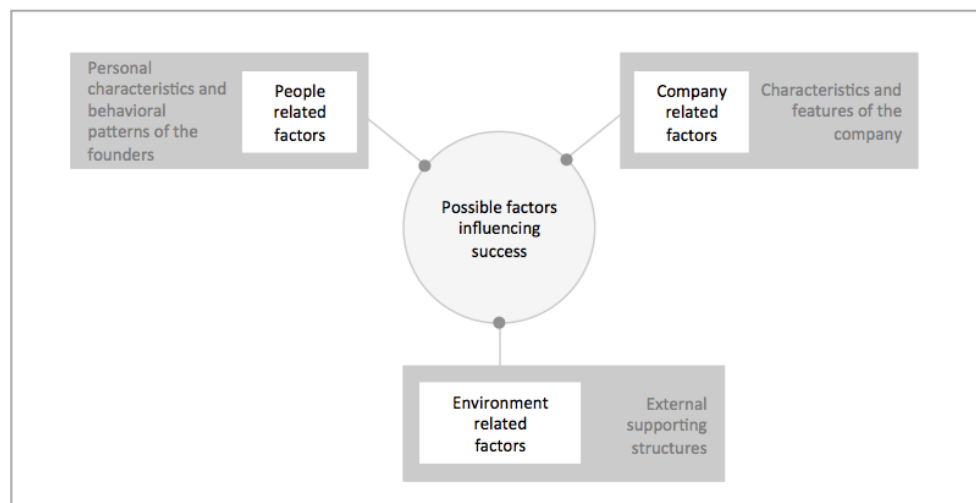


Figure 1 – Integrated framework of factors for tipping-point academic spin-offs

4. EMPIRICAL COMPONENT

VENIAM was founded on March 14, 2012 by four partners (two Portuguese researchers and two American experts). The company is based on a vehicular network technology that has been developed by the University of Aveiro, the University of Porto and the Telecommunications Institute since 2008. The development of the technology, from 2009 to 2012, was supported by several research projects funded by the Portuguese Foundation for Science and Technology and by the Carnegie Mellon Portugal Programme. The goal of those projects was to investigate how vehicle-to-vehicle communication could improve the user experience and the overall efficiency of vehicle and road utilization. This also enabled the link between academic institutions and a research group with a solid scientific and technological background, but with no experience in entrepreneurial processes or business development. During this period, the research team faced several problems due to an unexpected delay in the standardization of the communication rules between vehicles which pushed the team to try new approaches. To overcome issues such as lack of material and high costs of acquisition to run the tests, the research team identified alternative equipment that could be adapted/modified while maintaining the communication protocols. This approach displays a new way of attaining communication between vehicles through a proprietary technology developed by the research team. The performance of the tests exceeded all expectations, providing the possibility to deliver advanced networking technology that connects infrastructure, people and moving things to each other and to the Internet by turning vehicles into Wi-Fi hotspots. In the beginning of 2012, the founding team was reinforced with the arrival of two international partners with market expertise and prior entrepreneurial experience (ZIPCAR). The entrepreneurial team has won the Building Global Innovators (BGI) award, promoted by the Portuguese Program with the Massachusetts Institute of Technology (MIT Portugal), in 2012, which enabled them to negotiate funding support with business angels. The company was backed with venture capital investment in two rounds of funding: the first one in 2014, which raised 4M€, and the second one in 2016 capturing a 20M€ investment from venture capital companies like Cisco Investments, Orange Digital Ventures, Verizon Ventures and Yamaha Motor Ventures. The new funding will enable the expansion of the technological platform and the services related to the vehicle Wi-Fi wireless networks in urban spaces, airports, factories and ports. Veniam's timeline (see Fig.2) highlights the most relevant events in the company's development. The technology evolution, the funding process and the development in company size are represented, respectively, in Figures 3, 4 and 5.

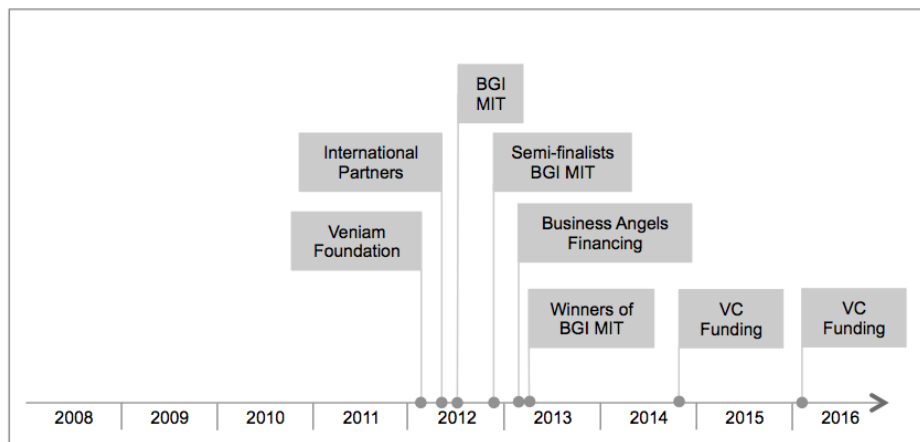


Figure 2 – Veniam major events timeline.

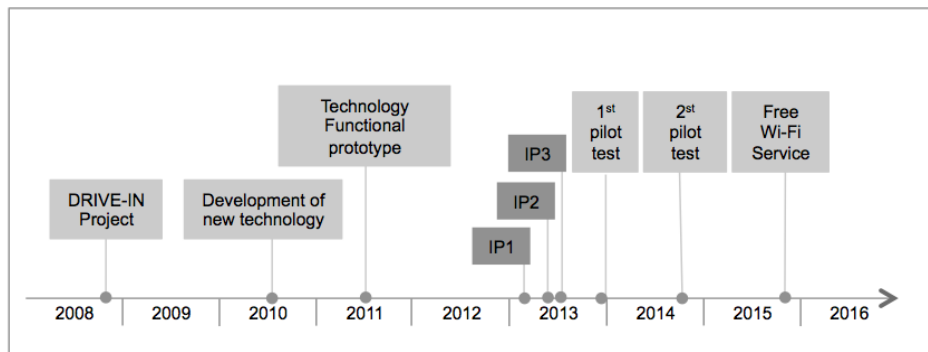


Figure 3 -Technology timeline (IP = intellectual property protection).

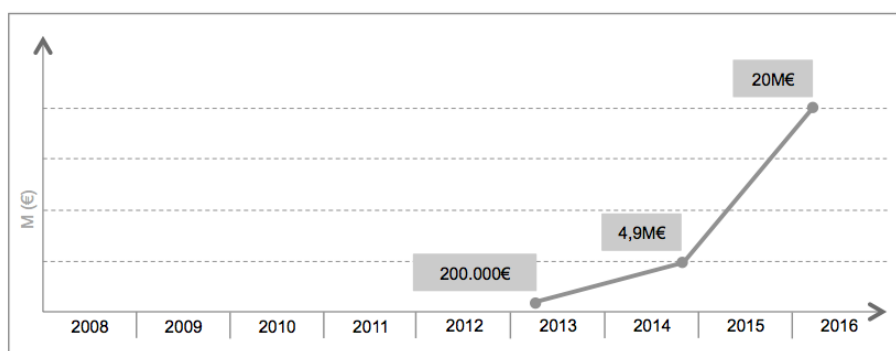


Figure 4 -Funding timeline

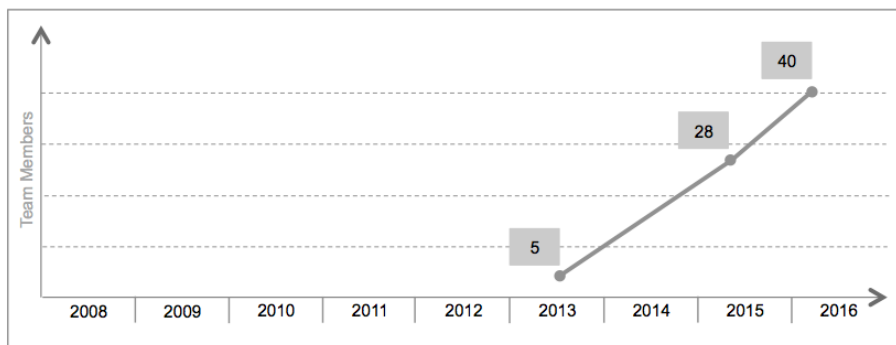


Figure 5 -Evolution of the size of the company.

5. DISCUSSION

Several interesting findings can be highlighted based on the case study analysis that can be summarized as follows:

1. The business network of the founders was important for gathering the team together and for reaching international partners and potential investors. The establishment of personal relationships with renowned experts in specific fields was determinant to access new markets and opportunities, such as funding or R&D projects. This capability was also relevant to gather the right people to integrate the project.
2. The founders' know-how in terms of R&D and industry were relevant to provide credibility to the project, which contributed to attract partners and to improve the investors' confidence.
3. The **team's** R&D expertise was important to overcome technological obstacles and to develop protectable solutions. Initially the core team (comprising only technological researchers and engineers) was oriented exclusively to foster technology developments, to prove the concept and test the pilot solution. The team has grown significantly after obtaining the first investment from venture capital.
4. The existence of **intellectual property**, namely **patents**, was determinant to attract international investment. This was particularly important to penetrate in new markets like the USA.

There are currently three patents licensed by the universities to the company, although some R&D results incorporated in the spin-off come from prior projects developed by the founders.

5. The participation in the Building Global Innovators – IUL MIT-Portugal **Accelerator Program** was important to attract interest from investors, raise funding and have access to mentors. The participation in this competition was the point of departure for the company to prove the potential of their solution and provide some data about the technology performance and scope.
6. The **funding** had a significant impact in the team growth and in the technology implementation. The access to venture capital, in two different moments, allowed the team to expand. Those factors were determinant to increase the R&D capacity and to grow the business.
7. The **parent organizations** provided some support but did not play an active role in business development. However, the institutions did offer the conditions that allowed the entrepreneurs to pursue the academic career and the development of the business itself in parallel. The entrepreneurs also maintain research teams and R&D projects in the parent organizations to support the spin-off activity.
8. The spin-off was initially installed in the business incubators from the involved universities and the technology transfer office helped solely to manage the administrative process. These infrastructures provide access to some partnerships but their role was not relevant for the business.

Table 2
Critical factors to academic spin-off tipping point in the case of Veniam

Groups	Factors
<i>People related-factors</i>	<ul style="list-style-type: none"> - R&D expertise; - Prior market experience; - Business network;
<i>Company related-factors</i>	<ul style="list-style-type: none"> - Team expertise; - Patents - Funding (capital ventures)
<i>Environment related-factors</i>	<ul style="list-style-type: none"> - Accelerator Program - Incubators - National R&D programs

The results of the analysis suggest several relevant factors that have contributed to Veniam's success. However, the tipping-point of the company occurred at a given moment in time. The study suggests that this shift happened due to a set of three factors: **business networks, patents and the participation in the accelerator program**. If we look at Fig 2 and Fig. 3, it is possible to see in the beginning of 2013 the events that provided the conditions to reach the tipping-point.

The ability to build and establish a **business network** was essential to reach international partners. The founders of ZipCar, a successful US start-up, on the one hand, brought their prior experience and credibility to Veniam and, on the other hand, facilitated access to venture capital (VC). Their presence was determinant to access other partners and to set the business strategy.

The existence of protection solutions – **patents** – increased the value of the company and opened the possibility to explore several markets. Despite the risks associated to the novelty of the solution, the founders' experience in both technological and market domains contributed to a more successful implementation. Furthermore, the VC companies considered the intellectual property important to achieve a competitive advantage and enable Veniam to grow. The value of the patents was reinforced with the results from the tests and functional pilots.

The participation in the **accelerator program** was a key element to establish links with business angels and venture capital.

6. CONCLUSIONS

By exploring the case study of Veniam, it was possible to identify the key factors related to its tipping-point or, in other words, the main factors that allowed the company to improve its performance and capacity to attract significant venture capital investment. Taking into consideration prior research on spin-off success factors, we have proposed a framework to assess companies' tipping-point comprising three levels of analysis: people, company and environment-related factors.

The results obtained contradict some of the previous studies (Song et al., 2008), which suggest that R&D and prior start-up experience are not relevant. In Veniam's case, those two dimensions played an important role in the implementation of the technology and the business itself.

(Hayter, 2015) argues that the access to seed funding facilitates the process of technology commercialization. For Veniam, the seed money allowed the development of a pilot test which was relevant to prove that the technology actually worked. Before that, Veniam's business model was still unclear.

Also, the results of the study appear to reinforce Scholten's et al. (Scholten et al., 2015) vision by considering the entrepreneurs' ability to build business networks as determinant for the company's success. Furthermore, it stresses the fact that the core team expertise and commitment are indeed vital for the success of the new venture, with the least relevant factors to a spin-off success being external to the company, such as the economy, politics and general business environment, which supports previous studies in this field (Chorev & Anderson (2006). Although it is generally acknowledged that attitudes and behaviours either foster or inhibit the creation of relationships and business networks, further research is necessary.

The participation in programs that support entrepreneurship – namely acceleration programs – was considered critical to reach venture capital funding. However, the real interest of the VCs only arose after the positive results of the pilot tests. Soetanto & Van Geenhuizen (2015) argue that parent universities play an important role in attracting funding for spin-offs, which is determinant to overcome the lack of resources and achieve a competitive advantage more efficiently. This was not the case for Veniam: despite the fact that the technology had been developed in two well-known research organizations, they were not determinant in the funding process.

Our findings suggest that the Veniam tipping-point happened due to the match between the ability to manage and create business networks, the existence of intellectual property and proof of concept and the participation in the BGI-MIT accelerator program. Therefore, based on the case study results, we highlight the importance of entrepreneurship supporting programmes in leveraging technological spin-offs and start-ups. However, the focus of those programs should be the proof-of-concept and the establishment of business networks, especially involving business angels and venture capitalists.

This preliminary case study is the first of its kind by identifying the key factors related to a spin-off's tipping-point, and it will provide a framework for the analysis of academic spin-offs as well as the impact of policy measures aiming at fostering academic entrepreneurship. Despite the results, the study is facing two constraints: (1) it is time dependent, because the tipping point occurs at a given moment of the company lifecycle, and (2) the factors may vary depending on the economic sector.

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The Quality of Business Relationships in the Tourism System: An Imaginary Organisation Approach

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Abstract

The tourism system is viewable as a network of relationships amongst business partners where the success of each actor will ultimately be determined by the success of the whole network. Especially since the publication of Gümnesson's (1996) 'theory of imaginary organisations', which suggests that organisational effectiveness largely depends on managing relationships and sharing resources and activities, relationship quality (RQ) has been increasingly recognised as a main source of value creation and competitive advantage. However, there is still ambiguity around this topic, and managers and researchers have been recurrently reporting the need to better understand and capitalise on the quality of interactions with business partners. This research aims at testing an RQ model from a relational, imaginary organisation's approach. Two mail surveys provide the perceptions of 725 hotel representatives about their business relationships with tour operators, and 1,224 corporate client representatives about their business relationships with hotels (21.9 % and 38.8 % response rate, respectively). The analysis contributes to enhance our understanding on the linkages between RQ and its determinants, and identifies the role of their dimensions. Structural equation modelling results highlight trust as the dominant dimension, the crucial role of commitment and satisfaction, and suggest customer orientation as complementary building block. Findings also emphasise problem solving behaviour and selling orientation as the most relevant dimensions of customer orientation. The comparison of the two 'dyads' deepens the discussion and enriches the suggested theoretical and managerial guidelines concerning the contribution of quality relationships to business performance.

Keywords

Corporate clients; Destination Competitiveness; Hotels; Relationship quality; Structural equations modelling; Tour operators.

1. INTRODUCTION

Destination competitiveness has been a major topic for both tourism researchers and practitioners since the 1980s (Ritchie, 1894; Porter, 1990; Ritchie and Crouch, 2010). Especially since Otto and Ritchie (1995) defended a total quality experience approach, Crouch and Ritchie (1995; 1999) suggested a sense of enterprise as a competitiveness factor, and Dwyer and Kim (2003) included destination management (DM) as an element of destination competitiveness, there has been a growing awareness that the quality of business relationships among the actors in the tourism system represents a crucial contribution to a destination's success.

Also for the last three decades, particularly since the introduction of the concept of relationship quality (RQ) in 1985 by Gümnesson (1987; 2002), the literature on relationship marketing (RM), has been increasingly highlighting the quality of the interactions between business partners as a crucial measure of successful relationships (Palmatier, Dant, Grewal, and Evans, 2006). Gümnesson (1996) also introduced the 'imaginary organisation' approach and suggested that organisations are always a part of a network of relationships, which in turn constitutes a larger organisation. The idea is that combining cooperation with competition, with both partners and competitors will produce better results, and that the success of each actor will ultimately be determined by the success of the whole network. Rather than a transactional, short term perspective focusing on transaction-specific service quality, the imaginary organisation approach entails a relational, medium/long term perspective, in which the focus is on the total travel experience, and business partners establish, maintain, and develop high quality, mutually beneficial interactions (Grönroos 2000; Otto and Ritchie 1995). In this regard, particularly important is the role of 'part-time marketers' (Gümnesson 1987) in building good quality relationships with their privileged interlocutors in business partners. In effect, the tourism system can be viewed as a network of organisations represented by key persons (the 'part-time marketers') that establish, enhance, and capitalise on business relationships.

Researchers in tourism have been studying the relationships among the actors in the tourism system from several perspectives. For example, Medina and Garcia (2000) explored the determinants of successful relationships between travel agencies and hoteliers, and Buhalis (2000) focused on the

conflicts between tour operators and hotels. More recently, there have been attempts to broadly conceptualise and integrate both DM and RM approaches (e.g., Shirazi and Som, 2011; 2013). However, the work produced so far seems to regard RM as a 'one-size-fits-all' solution, by not considering the ideal 'habitat' for a relational approach, and did not consider that the delivery of quality services and the role of destination management organisations (DMO) are increasingly just a minimum requirement for competitiveness, and that RQ is increasingly claimed to be the superior source of competitive advantage. Moreover, in spite of a growing consensus in the RM literature that RQ represents a decisive contribution for competitiveness, there continues to be a high degree of ambiguity in the literature on RQ and its determinants and dimensions. Against this background, this research aims at testing an RQ model from an imaginary organisation's approach. The focus is on examining RQ in the context of the business interactions channelled by key individuals acting as representatives of their organisations in two 'dyads', i.e., Tour Operators-Hotel and Hotel-Corporate Clients. The paper provides important contributions to theory and practice by providing relevant insights for both scholars and practitioners into what determines good quality business interactions among the actors in the tourism system network, which will ultimately result in both collective and individual benefits. To our best knowledge, this is the first paper to incorporate RM and RQ contributions into the study of destination competitiveness, by adopting a cross-industry approach in the suggested 'ideal habitat' for RQ. The article is thus an important first step as it explores business relationships among actors of the three main blocks of the tourism system, i.e., producers (in this case, a hotel), intermediaries (tour operators), and final users (corporate clients).

The following section provides a background on the imaginary organisation approach, and section 3 details the RQ model that will serve as the basis for the analysis and discussion. After a description of the research methodology, the empirical analysis will motivate a systematisation of the study's conclusions, and the identification of managerial and theoretical implications.

2. THE IMAGINARY ORGANISATION APPROACH

Especially in business-to-business (B2B) contexts, the success of inter-organisational relationships is vital to performance given that, in order to compete effectively, "most firms must leverage other

organizations' capabilities and resources" (Palmatier, Dant, and Grewal, 2007, p. 172). This is in line with Gümnesson's (1996) 'theory of imaginary organisations'. According to this theory, organisations are always a part of a network of relationships, which in turn is, in reality, a larger organisation, as illustrated by Figure 1 (in which the shaded areas illustrate the business relationships under analysis in this paper).

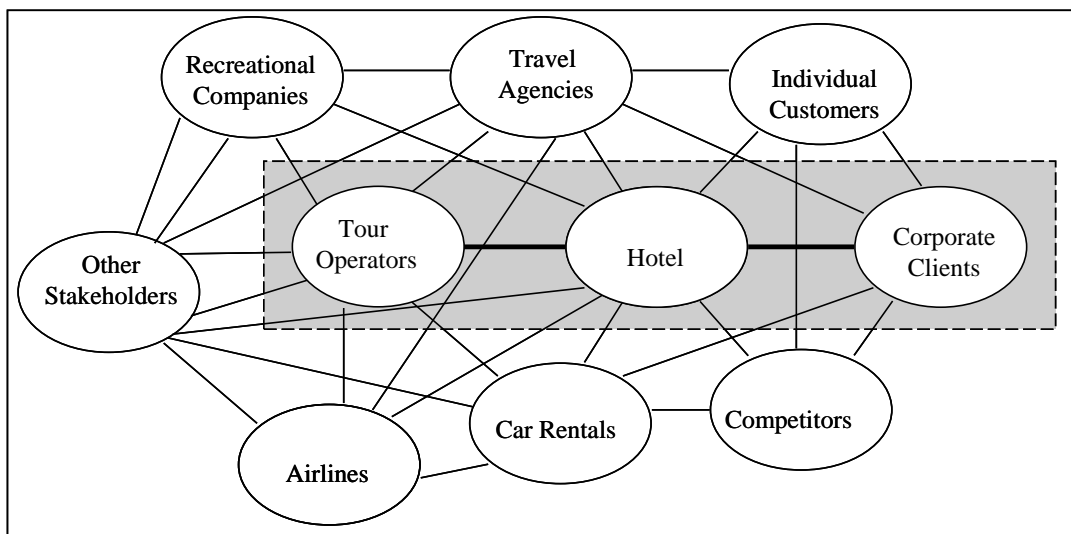


Figure 1 - Partners in a Network of Relationships

The literature on destination competitiveness also mentions, although not so explicitly, the need for managing quality business relationships within a network approach of the tourism system. Medina and Garcia (2000, p. 758), in a paper that draws substantially on RM and RQ literature, suggest that tourism organisations, although operating individually from a competing perspective, should work in interaction "with and within" the tourism industry in "an overall system". Dwyer and Kim (2003, p. 372) mention "quality of management" as a facet of the competitive advantage component, while Hong (2009) included as indicators of competitive advantages the development of market ties based on sharing activities. In their classic, seminal model of destination competitiveness, Ritchie and Crouch (2003; 2010) highlight the destination management component, in line with the need to look at the tourist experience from an holistic perspective, and to acknowledge that it is not enough to provide high quality services from a

mere transactional approach (Otto and Ritchie, 1995). It has also been suggested that sustainable competitive advantages are inseparably associated to DMO effectiveness (Hsu et al. 2008), in terms of the ability to adequately manage all components of the tourism system (Bornhorst et al. 2010), and to facilitate the accomplishment of the destination's objectives (Collins and Buhalis 2003). Fabricius et al. (2007, p. 9) corroborate that the achievement of destination competitiveness depends on "coordinated management..., collective vision..., and strong partnership", while alerting that DMOs are not able to control all the activities of all actors in the tourism system. This reinforces the usefulness of an imaginary organisation approach, in which RQ works as the 'glue', the 'cement' that keeps the partners together, united by mutual goals in a gestaltic logic.

To belong to an imaginary organisation has several implications. For example, each partner can share resources of other partners, and what happens inside of each organisation is influenced by the interactions amongst all partners of the network. This is in line with the industrial marketing perspective that views business relationships as social bonds, activity links and resource ties (Ford et al. 1998). It also corroborates the idea that value creation and competitive advantage are in part derived by leveraging relationships between business partners (Nyaga and Whiplle, 2011). The importance of the social aspect is highlighted a significant number of studies on RQ (e.g. Berry, 1995; Holmlund, 2001; Walter, Muller, Helfert, and Ritter, 2003). Social bonds between relationship managers and clients can be a powerful tool to augment the core product/service (Price and Arnould, 1999), and its influence on customer satisfaction with company representatives and perceived value is stronger than that of economic resources (Haytko, 2004). According to Gümnesson (1987, p. 17), all elements of an organisation are 'part-time marketers', and contribute to the formation of the customer's perception of RQ: "The work to create and maintain market relationships is divided between the full-time professional marketers in the marketing department and the omnipresent (non-professional) part-time marketers". If relations to customers are the distinctive competence of the marketing department, then salespeople are relationship managers, or, in Gümnesson's (1987, p. 17) words, "the professional 'contact persons' who build relationships. Indeed, frequently, relationship managers are the primary contact point for the buyer and have a significant influence on the level of service quality delivered, especially in those

situations where the customer perceives that “the salesperson is the company”(Crosby, Evans, and Cowles, 1990, p.68). Due to the central importance of interpersonal interactions, this paper is mainly concerned with the relational links among the actors in a network of relationships.

3. A MODEL OF RELATIONSHIP QUALITY

Consistent with the purposes of the present research, relationship quality (RQ) is defined the cognitive evaluation of business interactions by key individuals in the dyad, comparatively with potential alternative interactions, in a B2B relationship (Holmlund, 2001; Vieira, Winklhofer, and Ennew, 2008). The remainder of this section describes the model and respective research hypotheses in Figure 2.

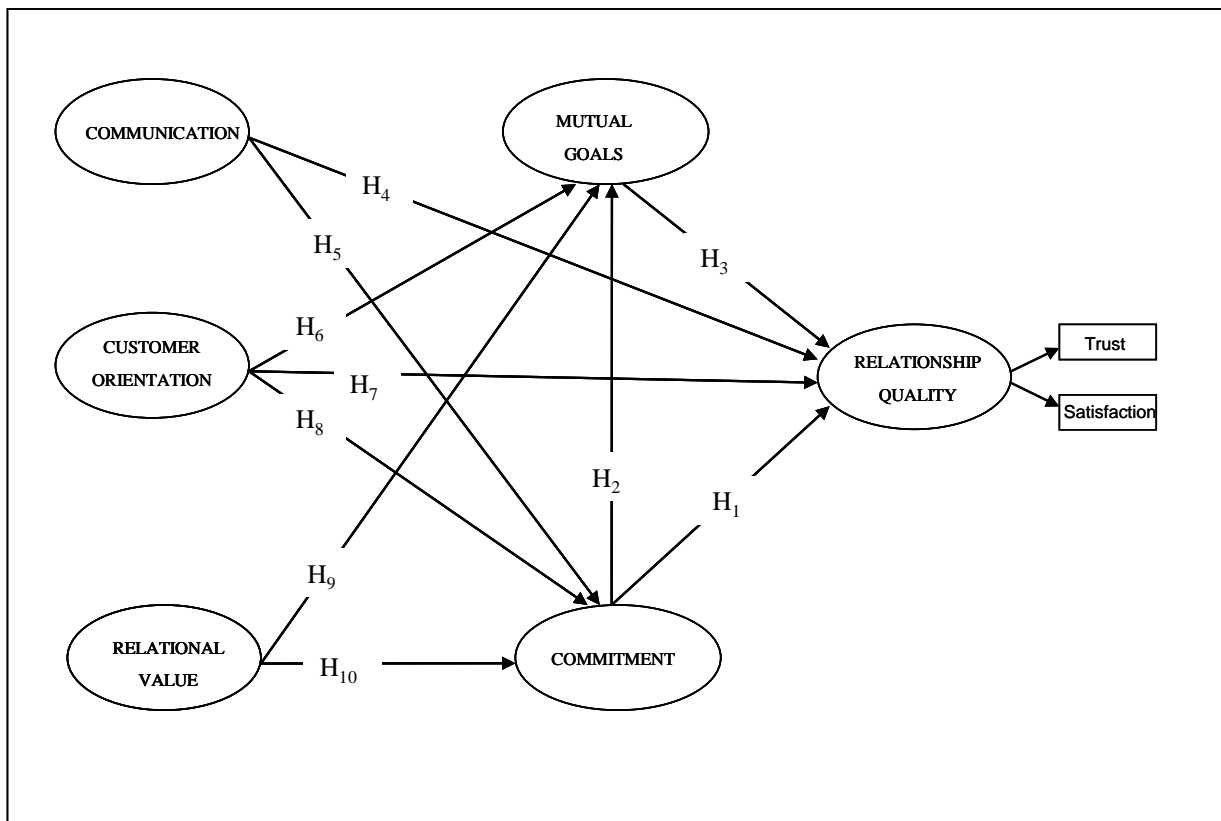


Figure 2 - RQ Model

The model builds on previous works conducted in the suggested ideal habitat for RM and RQ, i.e., in a B2B relationships context where (i) marketing is seen as managing relationships; (ii) relationship managers engage in person-to-person interactions with their counterparts in business partners; (iii) in a long-term perspective (Gümmesson 1987; Palmatier et al. 2006; Vieira, 2013). It includes communication, customer orientation, and relational value as exogenous latent variables; and mutual

goals and commitment as endogenous latent variables. In line with the classic, seminal article by Crosby et al. (1990), RQ is conceptualised as a higher-order construct with two dimensions: trust and satisfaction. *Trust* is defined as the ability and willingness to rely on the relationship manager's integrity and behaviour so that the expectations of the buyer will be met (Crosby et al., 1990), and *satisfaction* with the relationship manager (hereafter referred to as satisfaction) refers to the assurance, perceived by the buyer, regarding the relationship manager's "future performance because the level of past performance has been consistently satisfactory" (Crosby et al., 1990, p. 70). The RQ determinants will be described in the next sub-sections.

3.1. ENDOGENOUS RQ DETERMINANTS

Commitment captures the parties' firm and consistent motivation to maintain a relationship that is valued by them (Dwyer, Schurr & Oh, 1987; Hewett, Money & Sharma, 2002; Moorman et al., 1992; Morgan & Hunt, 1994). This is in line with Anderson and Narus (1990), who suggest that parties work together towards goal congruence when they are committed to cooperate. Commitment may also act as a precursor of both the RQ dimensions, i.e., trust (Lawler and Yoon, 1993) and satisfaction (Molm, 1991), and represents a strong signal of the parties' perception of the quality of the relationship (Gundlach et al. 1995).

Mutual goals refer to the degree to which parties share goals that can only be achieved through joint action (Wilson 1995). The existence of mutual goals offers the right conditions for both parties to benefit from participating in a relationship (McQuiston, 2001). Efforts towards mutuality of goals emerge as soon as both partners realise that they have more to gain in behaving cooperatively rather than opportunistically (Bowen et al. 1989). This seems to suggest an association between goal congruence and satisfaction, one of the dimensions of RQ. The existence of similar goals between partners enhances trust (Anderson and Weitz, 1989). Mutual goals are also likely to increase satisfaction with both the relationship and the performance of the seller (Wilson, 1995).

3.2. EXOGENOUS RQ DETERMINANTS

Communication is the client manager's ability to use unique combinations of code, content, and communication rules to communicate effectively (Williams and Spiro, 1985). Business performance

depends on buyer-seller interaction viewable as the level of relational communication (Miles et al. 1990). Effective communication between parties enhances trust, one of the dimensions of RQ, particularly within channel dyads (Anderson and Weitz, 1989, 1992; Morgan and Hunt, 1994), and has been found to be an antecedent of commitment in previous research (e.g., Goodman and Dion 2001).

Customer orientation refers to the degree to which salespeople adopt behaviours aiming at increasing the customer's satisfaction (Dorsch et al. 1998). Highly customer-oriented relationship managers take actions that lead to long-term satisfaction, and avoid opportunistic behaviours that sacrifice customer interest in favour of an immediate sale or a short-term goal (Saxe and Weitz 1982). Baker et al. (1999) found empirical support for the link between perceived seller market orientation and buyer commitment. In marketing relationships a high customer oriented selling corresponds to switching from the 'us vs. them' to the 'we' approach (Hewett et al. 2002). That is, apparently customer orientation relates closely to the existence of mutuality of goals. Individual goals produce norms of competitive behaviour, whereas mutual interests create behaviour that enhances the well-being of the relationship as a whole (Heide and John, 1992). In this context, customer orientation probably influences RQ, both directly, in line with previous work (Bejou et al. 1996), and indirectly, through mutuality of goals and commitment.

Relational value corresponds to the parties' expected relational net benefits (Dwyer et al. 1987). Partners stay in relationships as long as there are expectations of receiving the promised benefits (Morgan and Hunt, 1994). Relational value extends beyond just immediate economic benefits and range from social benefits, which arise from social bonds (Hennig-Thurau et al. 2002) to the advantages accruing from the will to cooperate in the achievement of mutual goals (McQuiston, 2001). This suggests an apparent link between the constructs relational value and mutual goals. The literature implies that when a provider is important for the client, the latter will make the effort to maintain the relationship (Frazier, 1983). For example, Anderson and Weitz (1992) found empirical evidence for the association between relationship-specific investments and commitment. In addition to this, according to Sheth (1994), in most B2B interactions, particularly when benefits outweigh risks, to maintain a long-term relationship is

advantageous for both parties, which is consistent with the idea that, the more the relational net rewards, the more the commitment to maintain a relationship (Rusbult, 1983).

4. METHODOLOGY

Two cross-sectional field surveys, employing a self-administered, pen-and-paper questionnaire, operationalised latent constructs adapted from extant studies. In the Hotel-Corporate Client survey (HCC), 1,224 (38.8 percent response rate) corporate client representatives provided their perceptions of their relationships with their client managers in hotels; in the Tour Operator-Hotel survey (TOH), 725 (21.9 percent response rate), hotel representatives provided their perceptions of their relationships with their privileged interlocutors in tour operators. The unit of analysis is the long-term relationship of the 'dyad' (formed by the representatives of the hotel and corporate client in HCC; and by the representatives of the tour operator and the hotel in TOH), as perceived by the respondent.

The present study was carried out in the particular context of Portugal, an important European destination, where no investigation of this nature had been conducted before, in a research setting that includes the characteristics of an appropriate habitat for RQ and its determinants and dimensions. That is, a B2B marketing environment, where services are predominant and the relationship between firms is mainly characterized by an ongoing interpersonal interaction between individuals representing organizations. The corporate clients of a hotel chain with selling points spread through virtually the whole country were considered particularly appropriate for HCC, deliberately thinking ahead to the representativeness of the sample. Indeed, the HCC final sample includes representatives of corporate clients whose distribution by sectors broadly matches the official numbers of the Portuguese economy: transforming industry - 30%; construction - 22%; commerce - 32%; and other sectors (mainly services) - 16%. Small to medium sized firms represent approximately 98% of the sample, which also reflects the overall reality of Portuguese firms. To contribute to a high response rate (although this objective was only achieved in the HCC sample) and avoid selection bias, the questionnaires were distributed by client managers, who were thoroughly briefed and instructed to hand out sealed envelopes containing the questionnaire, a cover letter and a prepaid reply envelope to each key contact representing each

corporate client, at the end of each regular scheduled business meeting. The data collection proceeded until all corporate clients (3,155 in total) had received a questionnaire. Corporate clients' representatives completed the questionnaire without the presence of the hotel representatives, and returned it directly to the researchers. The same procedure was used in TOH, and the questionnaires were distributed to 3,313 hotel representatives. According to the information provided by the tour operator (who did not agree to reveal its list of contacts, despite the researchers' assurance of anonymity and confidentiality), the final sample is mainly comprised of three- and four-star hotels (around 39% and 28%, respectively). Five-star hotels account for approximately 9% of the sample, while the remaining observations refer to hotel units under a three-star classification, but still representing relevant business in the tour operator perspective. Taking into account the above-mentioned percentages, which are broadly coherent with the profile of hoteliers operating in Portugal, the representativeness of the TOH final sample does not seem to constitute a serious concern.

The model was tested on both the HCC and TOH samples with structural equations modelling (SEM), in which the two-step approach suggested by Anderson and Gerbing (1988) was adopted. The evaluation of the measurement model was carried out using factor analysis, both exploratory (EFA) and confirmatory (CFA). In a first instance, EFA was used as a procedure of measure purification, from a traditional (i.e., non-confirmatory) perspective, which was subsequently complemented with a confirmatory assessment of unidimensionality, convergent validity, reliability, and discriminant validity, under the principles of structural equations modelling (SEM) with LISREL. The testing of the structural model, also with LISREL, then served, not only as a confirmatory assessment of nomological validity, but also as a basis for the cross-industry validation (on the TOH sample) and comparison of the results (i.e., HCC vs. TOH). Text...

5. ANALYSIS AND RESULTS

Results suggest that the measurement model fulfils all standard requirements (see Table 1 for a measurement summary).

Table 1: Measurement Summary

Constructs and their <i>Dimensions</i>	Sample of Questionnaire Items
(alpha/mean/std. deviation)	(1 - Strongly disagree; ... ; 7 - Strongly agree)

Customer Orientation (COR)	<i>Adapted from Saxe and Weitz (1982)</i>
Problem Solving Behaviour (PSB)	Client manager tries to achieve his/her goals by satisfying us
(HCC: .92/5.37/0.73)	Our client manager has our best interest in mind
(TOH: .91/3.67/.81)	Client manager tries to get us to discuss our needs with him/her
Selling Orientation (SO)	RC Our client manager tries to sell us all (s)he convinces us to buy, even if we think it is more than a wise customer would buy
(HCC: .89/5.13/.82)	
(TOH: .87/3.53/1.03)	RC Our client manager tries to sell as much as (s)he can rather than to satisfy us
Selling Ethics (SE)	Our client manager tries to influence by information rather than by pressure
(HCC: .87/5.27/.86)	RC Our client manager keeps alert for weaknesses on a person's personality so (s)he can use them to put pressure to buy
(TOH: .85/3.76/.89)	RC Our client manager if (s)he is not sure a service is right for us, (s)he will still apply pressure to get us to buy
Communication (COM)	<i>Adapted from Williams and Spiro (1985)</i>
(HCC: .88/4.77/.97)	Our client manager genuinely enjoys helping us
(TOH: .87/2.77/.99)	Our client manager is easy to communicate with
Relational Value (RV)	<i>Adapted from Rusbult (1983)</i>
Relational Relative Rewards (RRR)	This relationship is extremely rewarding
(HCC: .93/4.90/1.02)	RC This relationship is extremely costly
(TOH: .90/3.71/1.03)	We like this partner very much
Relational Investment and Dependence (RID)	All things considered, there are many benefits associated with this relationship that we would lose if the relationship were to end
(HCC: .92/4.87/1.09)	In general, we have invested a great deal in this relationship
(TOH: .92/3.60/1.07)	RC It is extremely likely that we will end this relationship in the near future
Mutual Goals (MG)	<i>Adapted from McQuiston (2001)</i>
(HCC: .89/5.07/.93)	We share a joint vision with our client manager of what is necessary for mutual success
(TOH: .90/3.90/.95)	We know with certainty what our client manager expects of us
Commitment (COMMIT)	<i>Adapted from Bansal et al. (2004)</i>
(HCC: .92/4.97/.94)	Even if it were to our advantage, we do not feel it would be right to leave our client manager now
(TOH: .92/3.71/.93)	This client manager deserves our loyalty
Relationship Quality (RQ)	<i>Adapted from Crosby et al. (1990)</i>
Trust (RQT)	Our client manager can be relied upon to keep his/her promises
(HCC: .91/5.75/.98)	RC There are times when we find our client manager to be a bit insincere
(TOH: .92/3.97/1.03)	RC We find it necessary to be cautious in dealing with our client manager
Satisfaction (RQS)	We are satisfied with the performance of our client manager
(HCC: .86/4.81/.99)	We are pleased with the performance of our client manager
(TOH: .86/3.85/1.01)	We have a favourable opinion on our client manager's performance

HCC: Hotel-Corporate Client sample; TOH: Tour Operator-Hotel sample; RC: Reverse coded.

It should be noted, as illustrated by Table 1, that the mean values in the HCC sample are consistently higher than those of the TOH sample, which suggests that the respondents (corporate clients and hotels, respectively) attributed higher scores to the hotel representatives than to the tour operator representatives. This should be a motive for reflexion for both researchers and practitioners, and will be discussed later on in this paper. Goodness of fit indices regarding the structural model when tested on the HCC sample meet or are in the close vicinity of thresholds indicating overall good fit: $\chi^2 = 51.72$

($p=.000$), $df=25$, $\chi^2/df=2.07$, $RMSEA=.048$, $GFI=.96$, $AGFI=.94$, $NNFI=.97$, $CFI=.97$. As illustrated by Table 2, the results indicate that H_1 to H_8 and H_{10} parameter estimates are significant at $p<.05$ or better, and the square multiple correlations for the structural equations range from .37 to .49. Contrary to expectations and hypotheses illustrated in Figure 2, the association between relational value and mutual goals (H_9) revealed to be nonsignificant. The test of the structural model on the TOH sample seems to generally corroborate the results based on the HCC sample, given the good overall fit: $\chi^2 = 39.53$ ($p=.000$), $df=25$, $\chi^2/df=1.58$, $RMSEA=.053$, $GFI=.95$, $AGFI=.93$, $NNFI=.96$, $CFI=.95$. It should be noted that the χ^2 statistic tends to deteriorate as sample size increases (Baumgartner and Homburg 1996), which explains the TOH sample χ^2 and χ^2/df better results. The rest of the TOH results (see Table 2) are slightly worse than those of the HCC sample.

Table 2: Results for structural model assessment: Hotel-Corporate Client (HCC) vs Tour Operator-Hotel (TOH).

Path	Estimate		Std. Error		t-value		R ²		Hyp.	Result	
	HCC	TOH	HCC	TOH	HCC	TOH	HCC	TOH		HCC	TOH
COMMITMENT→R. QUALITY	.35	.31	.07	.05	5.27	5.19			H_1	S	S
M. GOALS→R. QUALITY	.26	.24	.08	.06	3.71	3.65			H_3	S	S
COMMUNICATION→R. QUALITY	.15	.11	.07	.06	2.65	2.52			H_4	S	NS
C. ORIENTATION→R. QUALITY	.51	.49	.11	.10	5.62	5.49			H_7	S	S
							.45	.36			
COMMITMENT→M. GOALS	.25	.22	.08	.07	3.90	3.76			H_2	S	S
C. ORIENTATION→M. GOALS	.53	.50	.12	.11	4.62	4.50			H_6	S	S
REL. VALUE→M. GOALS	.13	.08	.07	.05	1.89	1.81			H_9	NS	NS
							.28	.19			
COMMUNICATION→COMMITMENT	.28	.25	.06	.05	4.73	4.69			H_5	S	S
C. ORIENTATION→COMMITMENT	.44	.41	.11	.09	4.07	4.01			H_8	S	S
REL. VALUE→COMMITMENT	.24	.20	.07	.06	3.64	3.55			H_{10}	S	S
							.32	.26			

HCC: Hotel-Corporate Client sample; TOH: Tour Operator-Hotel sample; S: Supported; NS: Not Supported.

In addition, in the TOH sample, both H_4 and H_9 revealed to be nonsignificant. Regarding the lack of support of H_9 in both samples, a possible explanation might be that the influence of relational net benefits on RQ is exerted only through commitment. Although the statistical nonsignificance of H_4 in the TOH sample is coherent with the relative poor mean value of the communication variable (2.77 - see Table 1), it should be noted that in the HCC sample the respective parameter estimate is also relatively low (.15 – see Table 2) and considered by some authors (e.g., Echambadi et al. 2006) as below the threshold for a path to be considered practically meaningful (i.e., .20). This also warrants further reflexion. Table 3 details both direct and indirect effects on the endogenous variables for the HCC sample and the TOH sample, respectively.

Table 3: Decomposition of structural effects: Hotel-Corporate Client vs. Tour Operator-Hotel.

Effect on R. QUALITY	Direct		Indirect		Total	
	HCC	TOH	HCC	TOH	HCC	TOH
COMMITMENT	.35	.31	.06	.05	.41	.36
MUTUAL GOALS	.26	.24			.22	.22
COMMUNICATION	.15	.11	.11	.07	.26	.18
CUSTOMER ORIENTATION	.51	.49	.21	.18	.72	.67
RELATIONAL VALUE			.09	.08	.09	.08
Effect on MUTUAL GOALS						
COMMITMENT	.25	.22			.23	.22
COMMUNICATION			.12	.07	.12	.07
CUSTOMER ORIENTATION	.53	.50	.10	.08	.63	.58
RELATIONAL VALUE	.13	.08	.08	.07	.21	.15
Effect on COMMITMENT						
COMMUNICATION	.28	.25			.28	.25
CUSTOMER ORIENTATION	.44	.41			.44	.41
RELATIONAL VALUE	.24	.20			.24	.20

The assessment of the structural model in both samples corroborates the model structure suggested by the measurement model assessment, that is, two higher-order structures, customer orientation (comprising of three dimensions, named problem solving behaviour, selling orientation, and selling ethics) and relational value (including two dimensions, relative relational rewards, and relational investment and dependence), in addition to RQ, which had already been included as a higher-order construct (comprising of trust and satisfaction) in the model presentation. Figure 3 illustrates the final model structure, which is consistent with the partial aggregation approach (Baumgartner and Homburg, 1996) adopted in the present analysis, and includes the parameter estimates of both the measurement and structural components of the model, for both samples, which will add value to the present discussion. Regarding the structural part of the models (see Figure 3), customer orientation stands out as the most influential determinant of RQ, with strong impacts, both directly and indirectly via mutual goals, which suggests customer orientation as a major building block of RQ. Commitment assumes the role of the second dominant determinant of RQ. Mutual goals is an important RQ determinant both direct determinant of RQ and mediator of the effects of customer orientation, while communication only maintains its direct influence on RQ when tested on the HCC sample. Relational value also exerts a non negligible impact on RQ, with commitment as a mediator.

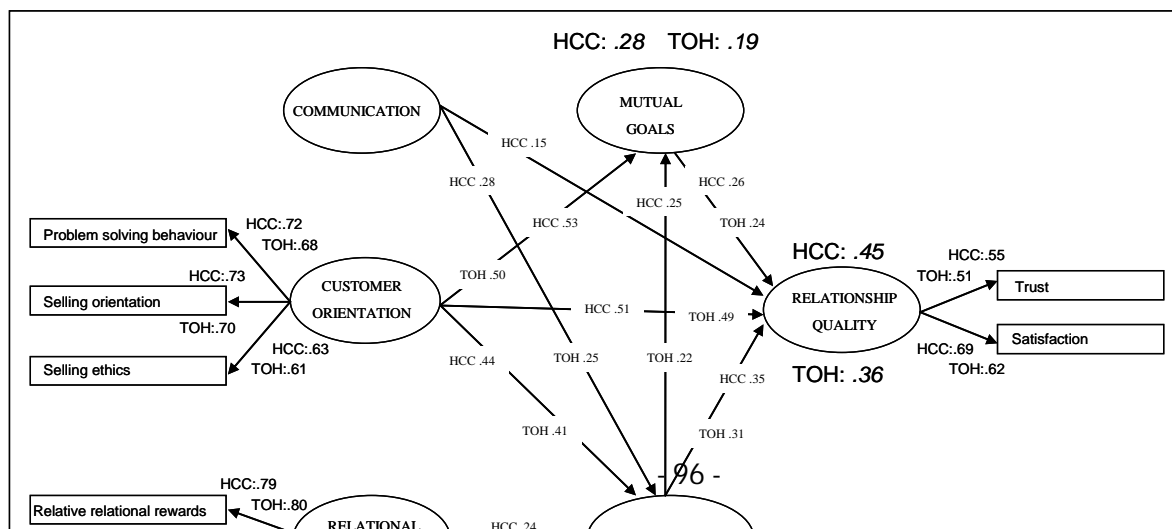


Figure 3 – RQ model's final structure (HCC: Hotel-Corporate Client sample; TOH: Tour Operator – Hotel sample; Percentage of variance explained in *italic*).

The analysis supports the robustness of the model. In effect, the generally good performance of the model on both samples suggests that model stability does not appear to be a serious concern. The (partial) disaggregation perspective in Figure 3 reveals trust as the dominant dimension of RQ, and both problem solving behaviour and selling orientation as the most important dimensions of customer orientation. The results also suggest the model's relative superior performance when tested on the HCC (Hotel-Corporate Client) sample. Indeed, as illustrated by Figure 3 and Tables 2 and 3, the associations between RQ and its determinants, the percentages of the endogenous variables explained variance, and the impacts of the determinants are consistently higher in the HCC sample. This is corroborated the mean values in Table 1, and by all of the comparison criteria in Table 4, and will also be a subject for discussion in the next and final section.

Table 4: Summary of comparison analysis: Hotel-Client vs. Tour Operator-Hotel.

Comparison Criteria	HCC	TOH
χ^2 (Chi-square Goodness-of-Fit Test)	51.72	39.53
P - Value	.000	.000
Df (Degrees of freedom)	25	25
Ratio χ^2 /Df	2.07	1.58
RMSEA (Root Mean Squared Error of Approximation)	.048	.053
GFI (Goodness-of-Fit Index)	.96	.95
AGFI (Adjusted Goodness-of-Fit Index)	.94	.93
CFI (Comparative Fit Index)	.97	.96
NNFI (Non-Normed Fit Index)	.97	.95
Percentage of Significant Parameters	95	90
ASMC (Average Squared Multiple Correlations)	.35	.27

6. CONCLUSIONS

This research provides relevant insights for both scholars and practitioners into what determines good quality interactions among the actors in a network of business relationships such as the tourism system. It represents a relevant contribution by incorporating RM and RQ into the study of destination competitiveness, from an imaginary organisation, cross-industry approach. While corroborating extant literature about the crucial role of trust, satisfaction, and commitment, this study reveals customer orientation as strong determinant of RQ, and extends previous research by highlighting the relative

importance of the dimensions of each RQ key construct. The emphasis on customer orientation calls the attention of relationship managers, not only for the benefits of working 'shoulder-to-shoulder' with business partners, but also to the need to inspire trust and commitment in their counterparts in firms, towards mutual beneficial relationships. This investigation also suggests that the ability to work towards goal congruity and satisfaction of all of the participants in a given business relationship is what characterises relationship managers with good communication skills, who evolve from a selling approach to a counselling approach, as the relational perspective of marketing implies (Crosby 1989). This also means greater responsibilities for managers, notably in terms of the designation, training, motivating and compensation of "part-time marketers". The conflicts and power asymmetry between tour operators and hotels are well documented in the literature (e.g., Buhalis 2000), and the relative poor results of the TOH (Tour operator-Hotel) sample in all of the criteria deserve a word of caution as they may jeopardise the competitiveness of both parties, and eventually cause serious damages to the whole system. Indeed, successful relationships appear to be characterised by similar mutual power and dependence (Medina and Garcia 2000, p. 756). One of the aspects needing work seems to be communication. Relationship managers are a special kind of 'part-time marketers' as they work as the 'face' of the organisation, and are responsible for ensuring a mutually rewarding communication between the parties. Indeed, these key elements representing the organisation may cause serious damages to business relationships if not satisfactorily managed (e.g., Crosby 1989).

In both the HCC (Hotel-Corporate Client) and TIH (Tour Operator-Hotel) samples, results suggest that problem solving behaviour and selling orientation are the most important dimensions of customer orientation, whereas selling ethics play a slightly less important but still essential role. In this context, the results of the present study encourage managers to use the three dimensions of customer orientation (problem solving behaviour, selling orientation, and selling ethics) as a basis for the selection, training, empowerment, motivation, as well as performance evaluation and compensation of relationship managers. In sum, the RQ key constructs and their connections in the model have the potential to work as helpful tools for enhancing customer orientation, inspiring commitment and promoting mutuality of goals, thus contributing to improve the quality of the relationships between business partners.

The test of RQ model in a research setting that corresponds to an appropriate habitat for RM and RQ - the result of RM efforts (Palmatier et al. 2006) - also represents a relevant contribution. Indeed, while agreeing that a relational approach is of strong value to destination competitiveness, the marketing literature alerts that, contrary to what has been suggested (e.g., Casielles et al. 2005; Shirazi and Som, 2011), RM and RQ may not be very effective in an individual customers, business-to-consumer context, precisely because “most people like to try a new place” (Shirazi and Som 2013, p. 95).

From a modelling perspective, the generally good performance of the model on both samples suggests that model stability does not appear to be a serious concern. An additional contribution of this study refers to the good psychometric properties of the measurement instruments regarding RQ and its key constructs.

Some limitations may exist in the interpretation of these results that are inherent to this study's approach. Given that business relationships are dynamic realities, future investigations should adopt a longitudinal approach when assessing RQ and its antecedents and consequences. Another limitation that should be acknowledged is that only the perspective of the buyers was considered. Much could be gained by simultaneously considering the perspective of the sellers, by using a real dyadic approach in both the data collection and analysis phases. Although this research is an important contribution – and a first of many needed steps - future works should further investigate RQ and its key constructs in the context of the broader network in which relationships between the actors in the tourism system are embedded in. The present study addressed the social level, due to its prevalence in B2B relationships. Future investigations should consider other levels at which business relationships may develop (e.g., economical and structural levels). The results also suggest that another avenue for research is the need to incorporate the issues concerning power asymmetry between business partners. Despite the mentioned limitations, it is believed that the paper contributed to better understanding on the association among RQ and its antecedents and dimensions, which we hope will improve marketing managers' decisions on practical aspects, as well as spark researchers interested in further exploring the role of RQ in the tourism system.

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Tailoring in contemporary times

Handmade tailoring and industrial tailoring a study case

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Abstract

Initially, clothing was mostly a way to cover the human body. Although it began as a practical solution to a set of physical and symbolical needs, it rapidly became clear to some that it was possible to profit from that simultaneously individual and collective necessity, making that work for others, so that they wouldn't need to do it themselves.

When these people started charging for those goods and services, tailors were born. "The knowledge and the art of tailoring, cutting and sewing the fabric – the two basic features when building a clothing pattern – developed gradually over Europe between the 12th and the 14th Centuries." (BOYER, 1996)

This research aims to explore, question and analyse the differences between handmade and industrial tailoring. The growing worry with the fact that handmade tailoring may be disappearing was the motivation to research the evolution of menswear, since it developed side by side with both handmade and industrial tailoring through times and to our days.

It can be concluded that there is a market for both of these clothing options, each with their own specific characteristics, allowing them to coexist without harming each other.

Keywords

Menswear, handmade tailoring, industrial tailoring, pattern-making.

1. INTRODUCTION

This paper is based on the dissertation “Tailoring in Contemporary: Handmade Tailoring and Industrial Tailoring a study case” designed by Benilde Reis, under the guidance of Prof. Dra Madalena Pereira; this was delivered in October of 2013, presented and defended in November of 2013.

The tailor differentiates itself from the mass production, thereby constituting a character that establishes communication with the public and meets their needs, both functional and aesthetic, expressing values, status and personality through clothing. Because of the growing concern of handmade tailoring could be endangered, this was a motivation for this study. Posteriorly incorporating industrial tailoring, the ready-to-wear is a direct rival to the handmade tailoring.

The objectives of this work were at first understand the menswear journey, and how this evolution is reflected in men’s clothing nowadays; detect and analyse the differences between handmade tailoring and industrial tailoring; delimit stages of building a blazer and see if there is space in the market for handmade and industrial tailoring.

2. METHODOLOGY

This case study aimed to identify the differences between handmade tailoring and industrial tailoring, identify the phases of the construction process and see if there is space in the market for these two sectors simultaneously. The men’s clothing it’s composed by several pieces of garments; however in this case study was analysed only one that is the blazer. Initially, a research about the blazer and its construction was carried out, to further develop the case study. (REIS, 2013)

It was made a field, bibliographic and exploratory research; in a second part it was used a qualitative methodology through the implementation of a questionnaire between two entities.

In the first part occurred a bibliographic research and information based on secondary data on the handmade and industrial tailoring. At this stage where analysed the evolution of menswear, handmade tailoring, industrial tailoring and the study of construction of a blazer.

In the second part of this research work using a qualitative methodology was held a case study of a handmade tailor and a garment company. The blazer construction study allowed identified the stages by which the blazer has to go to the end product, whether it is handmade or industrial.

In order to achieve the case study, involving a tailor and an industrial company, was chosen to use the questionnaire technique to tailor Paulo J. G. Batista (not in person) and in person to Twintex company. Some of the questions inculcated to tailor not appear the company’s questionnaire, because they didn’t fit in the

context of a garments confection. However, the answers to these questions were taken into consideration in order to help, not only the development in this case study, but also in the development of this work.

3. A BRIEF STORY OF THE EVOLUTION OF MEN'S WEAR

Initially the man had needed to cover and protect his body. It was something that started as a practical necessity, and it becomes today, one of the largest economic industries.

Laver (1996), affirms that the men were unable to compete with women in fashion arena in the late XVIII century, until the naming "Peacock Revolution" in 1960. However, before the 60's, the men expressed the sartorial style, not only through the use of a well cut suit, but also to dress in way that was leading edge, daring, innovative and men were doing so much better than women.

The evolution of menswear goes back to our ancestors, starting with the ancient civilizations, following towards to the Middle Age, through the 20's until the present. According to Kohler (2001), the ancient civilizations were as the Egyptians, Greeks and Romans among others. The Middle Age come with the fall of the Roman Empire and extends until the appearance of the Renaissance movement, during this time we see the formation of the Byzantine Empire, by the initial XIX century there were several changes in menswear. In the early XVII century France acquires a strong influence on fashion by other countries in Europe, in the XIX century was marked by expansion of the industrial revolution that begun in the previous century. With the revolution, disappeared the differences between classes consequently men began to give greater importance to the comfort of clothing that they used.

The XX century was marked by major developments, events and achievements. Blackman (2009) mentions that men are also largely responsible for introducing ways in cultural, in the way of wear and garments that are used by a minority, and who oppose or reject some of the social norms and in tailoring used in a dominant culture. This author refer that men's fashion and style, until recently, were often considered secondary for women. Men's fashion of the XX century has been described and also considered monotonous compared to the most obvious glamour in women's fashion.

3.1. THE TAILOR AND THE INDUSTRY

The knowledge and the art of tailoring, the act of cutting and sewing fabric, developed slowly and gradually in Europe between the XII and XIV centuries. According to Boyer (1996), to the Renaissance, the fabric had been the trait that distinguished the clothing, and who wore was largely responsible for the design and shapes and in most cases, the production of their own clothes. Master tailors become responsible for meeting the clothing needs of society and tailoring become a highly specialized, complex and jealously guarded art.

Tailor remains a profession that resists. With the evolution, development and industrial upgrading of the textile and clothing production, there are still people who prefer the hands of a tailor for making his cloths. Elegance, style and tradition are the results of years of artisan work and combined with his personality and action. This type of artisan work of tailor for exclusive clothing begins with the choice of fabric. Trough tailor it was possible to develop a new form of aesthetics in the clothing, to mimic the human body and while the improvement.

Jones (2005), refers that the tailoring techniques include sewing which are an extension of this, whether the level of male or female clothing. It is a method to combine and shape to create the desired tissues in the body, a combination of techniques placing the fillers, stitching and ironing.

The tailoring profession has evolved, but also the methods that are used in this profession. There are a number of different business models that has progressed in the transformation of raw materials, evolving therefore the equipment used in industry. The location of the business and work organization were instrumental in the evolution of the industry to this day.

In accordance with Baldini (2006), in the late sixties of the XX century there was a democratic revolution of fashion called ready-to-wear. In 1957, in Paris, held the first hall of the female ready-to-wear, years later would materialize the male. From this time, most of the clothes began to be manufactured in series and were inexpensive.

Is with the massification of ready-to-wear that came the diversity of sizes and standard sizes were established, sometimes translated into numbers, although often the sizes are available in letters, the most common being: S; M; L and XL, making these sizes with the most predictable measures that most often repeated themselves.

Among several records that were analysed, the development of artisanal and industrial tailoring is also notable in Portugal. The appearance of the first companies to manufacture had no great reflexes as produced is a very poor quality clothing with mediocre fabrics. The sewing machines have slowly entered the tailor shops, in a very controlled way, thus continuing the tradition be manual labour. Later, in the context of various events, the industry has developed in the ready-to-wear, thus improving their quality. Of course in the context, the clothing made to measure loses dimension and becomes restricted more selected customers, requiring a new tailor – client relationship.

Both industries, artisanal and industrial, use the pattern-making. According Stefania Rosa in 2008, the pattern-making is a technique responsible for the construction of garments, through a reading and interpretation of particular sketch. This procedure the translation of the forms of clothing, a study of human silhouette, the knowledge of fabrics and other elements part of clothing to be produced. The pattern-making takes place through the interpretation of a fashion design sketch and its transformation into a model. In this sense, pattern design is a decisive factor for a quality product and meets the required market. There is a two-

dimensional pattern-making, hand crafted, and later from the flat pattern, in order to facilitate the manufacturing process industrially, emerges the pattern-making assisted by computer. In the three-dimensional plane, a technique also known as moulage, derived from “moule” French word meaning form, or drapping, another name originated from English – the basis being worked on is the fabric or the canvas. (ROSA, 2008)

3.2. A BRIEF STUDY OF BLAZER

For Blackman (2009), the enduring success of the suit should also be recognized. Originally to be an exclusively male garment, the suit of three pieces, introduced and formalized in the late seventeenth century, thrived for nearly 350 years because of its unique ability of variations. It's still a fashion key in the wardrobe of every man, and has recently enjoyed a dramatic revival, thereby keeping alive the ancient art of tailoring, the equivalent of haute couture for men, and an art dating back to the XIV century. Men are now so vital to the fashion industry, such as women.

Roetzel (1999), considers the blazer a living legend. The blazer comes from the classic jacket that is used in a suit for formal occasions. However, the blazer even being a formal character nowadays has become a casual garment, that you can adapt to a sporty look, thus becoming a versatile piece. (Figure 1)



Figure 1 – An example of a classic double-breasted blazer.

Font: <http://www.gentlemansguidance.co.uk/sale-rail/chester-barrie-double-breasted-navy-blazer> consulted online in

18-03-2016.

3.2.1 THE CONSTRUCTION OF BLAZER

The bespoke suit may require numerous fittings, dozens of different sewing operations, making this process time consuming compared to a suit produced industrially. The tailor has already stitched the blazer for the first fitting. After adjustments, the blazer is sewn properly, a combination of hand sewing and machine. (Figure 2) The buttonholes stitched by hand, the last sewing procedure to be done, are usually a visible sign of a fact of high quality. The piecework assembly line is now common in the men's fashion industry, and the tailoring is threatened with extinction.



Figure 2 – A client of tailor Paulo Batista, during one of the fittings.

Font: Tailor Paulo Batista.

Ana Margarida Magalhães, in her research work *"The tailor makes suits and bodies"*, features twenty-two stages for the production of a jacket, this document was further published in the *Revista Vestir*, of ancient CIVEC by Diana Regal naming the article as the *"Emmanuel Kant scissors"*. The phase's construction of a blazer, which the following are presented: wet the fabric; take customers measures; scratching and cutting the suit; put the blazer ready for the first fitting; first fitting; making the canvas; making pockets; baste the canvas to blazer and prepare it for a second fitting; second fitting; do the bands; line the blazer; sew the sides and the blazer hem and shoulders; make the collar; preach the collar in blazer; making the sleeves and lining sleeves; apply the sleeves to blazer; iron the blazer; preach the buttons.

For a blazer be considered well done there are two options, half-canvas in which the blazer consists of half of the horsehair canvas or full canvas in the total front of blazer in animal hair canvas, it may be horse or camel, both are considered high quality canvas. Fused is a method developed in the garment industry, where it is used fused interfacing in the process of building a blazer, replacing the animal canvas, or sometimes is used a cheaper canvas but is only placed in the chest area.



Figure 3 – three different examples of canvas that can be used in the manufactured of a blazer: Half Canvas, Full Canvas and Fully Fused.

Font: “KNOW YOUR SUITS: FULL CANVAS VS. HALF CANVAS VS. FUSED”, in GOTSTYLE: THE MENSWEAR STORE (ONLINE)
<http://blog.gotstyle.ca/style-tips/know-your-suits-full-canvas-vs-half-canvas-vs-fused> consulted in 19-03-2016.

In the garment industry, most companies use synthetic interfacing, resulting sometimes in absence of quality and in a garment that will have short term of life. Overtime, with use and cleaning of the blazer, it is possible that defects appear during the life of blazer. The fitting of blazer also becomes different, giving it a look that is not as structured, as a blazer that is constructed with animal canvas, full canvas or only half canvas.

4. THE TAILOR AND THE GARMENTS INDUSTRY IN CASE STUDY

4.1. THE TAILOR

During this research, there was the opportunity to go to the Tailors Meeting in Aveiro. This was the launch of “Directory of Tailors 2013” we had the chance to meet some of the Portuguese tailors and which met the tailor Paulo Batista.

Paulo Batista is tailor in his studio “A-do-Alfaiate” in Lisbon, and exerts the tailor profession since 2002. (Figure 4) Having no family background in tailoring was a company where he worked that invited him to make a tailor course that he accepted. Consequently it went to Spain, later finishing the course in Portugal in Maguidal Academy. In the early years in the tailoring profession he worked for others and later opens your own business and studio in A-da-Beja, these days in center of Lisbon.

Currently the number of customers has increased, in the opinion of Paulo, begins to be a new demand for this art by younger audience of around one age group between 25 and 30 years old. (REIS, 2013)



Figure 4 – Tailor Paulo Batista with one of their clients, Manuel Luís Goucha.

Font: Tailor Paulo Batista.

4.2. TWINTEX

The Twintex (Twintex Invest Group) is a Portuguese family business dedicated to the production of high quality outwear for men and women since 1979. These 37 years of experience have allowed to research and developed the ability to produce tailored garments, blazers, coats, trousers, skirts and dresses of high quality. Are produced about 800 pieces per day. (Figure 5) The Twintex currently employs about 385 people and now lives a mature stage, meaning it is quietly able to develop and produce extraordinary pieces at a competitive price. Their customers are some of the most prestigious clothing brands, the world of today, more than twenty customers that prove the very high standards required of a garment industry in a luxury market.

Regarding the construction of blazers and coats, the Twintex makes use of hair canvas, broadcloth interfacing and fusible interfacings. However, the company focus on quality clothing manufactured industrially producing blazers that contain only half canvas that is, only used in the area that starts in the shoulder until the chest zone. As for the fabrics and subsidiary materials that are used, they already depend on customer requirements. According on this, the product development team works to meet the needs and requirements of each customer, giving the best of what is done in the industry. (REIS, 2013)



Figure 5 – the Company Twintex currently.

Font: Twintex.

5. RESULTS AND ANALYSIS OF QUESTIONNAIRES

After an approach to the tailor and the company, was then asked the questionnaire to these two entities, which were exposed questions that they answered. Consequently was made an analysis of results.

It was verified that in the handmade tailoring a blazer takes much longer to be produced. The handmade process has fewer operations although take longer, because all labour-work is manual giving importance to the smallest details.

In handmade tailoring one difference between a cheaper and an expensive blazer is given by different fabrics, manual and skilled hand labour, possible details and subsidiary materials like hair canvas, interfacings, linings and buttons. In the industrial tailoring a suit is cheaper, because to the industrialization process where there is not much manual hand labour.

In handmade tailoring the client makes two fitting per suit, in the case of industrial tailoring, the company carries out a first proto, depending on the sketch that the client sends and possible requirements it may have. After this phase, is carried out a first fitting, where the client makes a fitting in a model to adjust possible errors or requirements. Consequently the piece is sent to the company as amended what the client wants, through the production of a second proto, which later back to the client with the necessary changes already implemented, in which if approved by the customer, shall pre-production. This is, the prototype becomes pre-production sample, as a green light for the production, always according to the number of pieces the customer wants.

In handmade tailoring customers seek difference and a customizing suit, asking however always an opinion to the tailor, where this can be or not based on trends for the realization of a suit. These tailor customers can be lawyers, politicians, public figures or actors, consuming a handmade technical conception of suits, where

they seek for quality, perfection, elegance, tradition, exclusivity, durability or even the fact that they do not find their size in the ready-to-wear market. In the industrial tailoring, customers of luxury brands are looking for new designs (some based on older models of the brand), new fabrics, in most cases, seek innovation, speed, fashion and a good relationship between cost and quality in the final product.

The fact sheets is something that industrial tailoring uses constantly, calling it processes, these are made in addition to the sketch, with a code that immediately identifies the pattern of garment, has a shipping deadline, customer feedback about the garment, information of all constituents materials of the garment, fabric sample that is being produced and a measure chart having respective sizes to correspond with measurements. This process always goes with the garment, for each stage in which these pass, to in the production line there are no doubts about the garment, thereby maintaining customer requirements for the final product be of high quality.

In case of handmade tailoring, the tailor does not use data sheets, have only a notebook where indicates the measurements of customers and their requirements, whether these in terms of shapes, fabrics or subsidiary materials.

In pattern making techniques, while the tailor making a handmade pattern, always keeping in account the measurements of each customer; while industrial tailoring whenever possible, tries to find a base pattern as identical to the garment that is proposed by the costumer, and from there make the necessary changes to reach the final pattern. The whole procedure is done with the assistance of Modaris program. Sometimes the client himself sends his base pattern to the company being changed after being part designed according to the requirements that the client does.

While the tailor Paulo, for now as no one to leave his business, since the Twintex factory is a family business that comes from another generation and have family who leave the business in order to continue (in the future) in the Mineiro family.

6. CONCLUSIONS

This article shows that currently there is a wider dissemination of handmade tailoring in order to recover traditional techniques, in order not to let lose a tradition. According to the tailor Paulo, there has been a constant demand for this art, where customers are no longer just men in the age group above 40 years of age, but there is a new demand from younger customers, starting this age group by around 25 years old. However the level of market, because of high prices, is only accessible to some clients, as a consequence making handmade tailoring a luxury only available to a few. (REIS, 2013)

With this case study aims to analyse and identify the process of building a blazer. Identified the differences in the construction processes, to further contribute to the dissemination whether the techniques of

handmade tailoring either the industrial tailoring a luxury market and fundamentally its advantages and thus can contribute to the dissemination of these two sectors both nationally and internationally.

In a more contemporary language handmade tailoring is equivalent to the present author designs and develops customized products for its clients, while the industrial tailoring identifies with the associated work with fashion designers teams, where develop and make industrialization product for a major international luxury brands. However, the tools currently available in industrial companies, such as Modaris and Fit net of Lectra Systems program that allows customization of the same product, since the company has this kind of customer service offering. But it is considered that the handmade tailoring enables more personalized contact that customer may have while the loyalty of that customer.

One of the drawbacks of handmade tailoring is the waiting time for the completion of orders, while industrial tailoring is much faster, giving the client the product in less time. However, the manufactured product has the disadvantage of an inferior quality.

Nevertheless the handmade tailoring is possible to identify a new concept of contemporaneity, the slow fashion, which means a new way to fashion consume. This is characterized by a greater ethical consciousness, leading consumers to think about their real needs in order to don't buy impulsively, but in a conscious way with respect for the environment. Taking into account the durability of the garments of tailoring, the methods of construction, manufacturing and materials used, may therefore be concluded that tailoring allows an increase in life cycle of the product and thereby a conscious form of fashion consumption. It also allows the possibility of consumers who do not have standards measures, seek tailoring to meet their needs and desires, a situation that has a tendency to increase in the general population.

In the case study accomplished, it appears that the said industrial tailoring, although industry has favourable characteristics that fast fashion does not have. The Twintex is a company that stands for quality and customer satisfaction according to their needs as the luxury brand consumers are rigorous in their choices.

There is indeed place in the market for these two sectors and they could coexist in the same space at the same time. For there are many male target groups that, increasingly, some seek handmade tailoring and what it has to offer, an customized attendance to the public, the elegance of a bespoke suit, quality and durability of the garments. In industrial tailoring the customer demand quickly and good relationship between cost and quality of the product.

Limitations and suggestions for future research – this study case has some limitations that should be taken into account in future research on the topic. The results of this study are not exact, are only valid for a tailor and a company, it is suggested do a study to reach a larger number of tailors and a larger number of industrial tailoring companies, in order to later compare results. The questionnaire was only done at national level; it is suggested to cover the artisanal and industrial tailoring in other countries.

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A AFETIVIDADE E O PROCESSO DE TOMADA DE DECISÃO NO TURISMO DE PEREGRINOS: CAMINHOS DE SANTIAGO

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Abstract

The pilgrimage context incorporates a strong tourism component, identified by the motivations of pilgrims, who tend to be more spiritual and experiential character than itself by religious forces. This type of tourism can be framed in tourism marketing activities (e.g. Camino de Santiago), considering the economic effects, but also in the different experiential motivations. However, the literature seems to reveal a gap regarding the planning and management of tourist destinations in religious contexts.

This study aims at gaining a deeper understanding of customer behaviour in pilgrimage tourism, in specific the case of Camino de Santiago Routes. The research is developed under a consumer behaviour perspective. Overall this research attempts to produce a deeper understanding of behavior of consumers in tourism settings, addressing the predisposition for the destination. The study proposes influencers of customer behaviour and attitudes (e.g., place attachment and behavioural intentions) in the context of pilgrimage tourism. A theoretical model is developed specifying antecedents of satisfaction and loyalty in pilgrimage tourism. Implications for future research are also presented.

Keywords

Camino de Santiago, Attachment, Pilgrim Tourism, Tourist Satisfaction

Resumo

O contexto de peregrinação incorpora uma forte componente turística, pelas motivações identificadas dos peregrinos que tendem a ser mais espirituais e de caráter experiencial. O turismo de peregrinos, de que os Caminhos de Santiago são um bom exemplo, é por isso enquadrado nas atividades de marketing turístico, considerando tanto os efeitos económicos da existência dessas rotas de peregrinação, como a forma como essas mesmas rotas se posicionam junto do mercado, numa orientação para diferentes procuras experienciais. Contudo, a literatura existente parece revelar uma lacuna no que concerne ao planeamento e gestão de destinos turísticos em contextos religiosos.

Este estudo visa compreender o comportamento do consumidor em contextos de turismo religioso, no caso particular dos Caminhos de Santiago. Propõe-se um modelo de análise do impacto da afetividade nos Caminhos de Santiago nas intenções comportamentais e predisposição do consumidor turístico. O modelo teórico proposto baseia-se na premissa de que a afetividade ao caminho de peregrinação se revela antecedente das intenções comportamentais no turismo religioso aplicado aos Caminhos de Santiago. No final, procede-se a uma reflexão sobre o tema com a explicitação de um modelo e discutem-se linhas de investigação futura.

Palavras-chave: *Afetividade, Caminhos de Santiago, Lealdade, Peregrinação*

1 – Introdução

O turismo assume-se como um dos motores mais relevantes e com impacto mais significativo no desenvolvimento e crescimento de várias economias, em termos mundiais. Ano após ano, tem-se verificado um aumento da concorrência neste setor, ainda que essa concorrência se verifique entre destinos turísticos (Becken & Simmons, 2002). Não é, portanto, de estranhar que com bastante frequência surjam estudos realizados na área do turismo, ainda que com diferentes óticas e perspetivas. A título de exemplo, são vários os estudos existentes no âmbito do planeamento de destinos turísticos, desenvolvimento local, impacto ambiental, gestão de marca territorial ou inclusivamente da lealdade do turista (e.g., Getz, 1986; Embacher & Buttle, 1989; Backman & Crompton, 1991). O campo do marketing turístico, não sendo exceção, tem enfrentado crescentes desafios provocados pela diversidade e exigências dos mercados que apelam por novas abordagens de marketing. Os novos hábitos, necessidades e tendências da procura global de turismo sugerem a emergência de consumidores sofisticados, que procuram sistematicamente experiências turísticas diferentes e específicas (Sousa & Simões, 2012).

Este trabalho foca, em particular, o estudo do turismo religioso. Um olhar sobre a história das civilizações permite-nos perceber a importância da espiritualidade para o desenvolvimento das sociedades (Smith, 1992). A maior parte dos monumentos herdados do passado têm origens religiosas e os seus locais de culto constituem desde sempre grandes centros de atração de pessoas, podendo mesmo dizer-se que com eles nasceram as primeiras correntes turísticas. Saliente-se que “as primeiras deslocações de que há notícia e que se podem incluir no conceito atual de turismo tiveram origem em motivos religiosos e os grandes centros turísticos eram os locais onde se situavam os templos” (Cunha & Abrantes, 2013, p.251). O mesmo olhar, agora sobre a atualidade, espelha uma realidade não muito díspar: os centros religiosos continuam a ser motores de atração, constituindo destinos turísticos de grande importância. São exemplo os casos de Meca, para o islamismo, Benares, para o hinduísmo, Lhassa para o budismo e Lourdes, Fátima ou Roma para o cristianismo (Cunha 2006). Em alguns casos, os centros de peregrinação incluem-se mesmo entre os destinos turísticos de maior importância: calcula-se que, em cada ano, cerca de 5 milhões de pessoas visitem Lourdes que é, depois de Paris, o maior centro hoteleiro em França e estima-se que anualmente se desloquem a Fátima

cerca de 4 milhões de visitantes, peregrinos ou não. Assim, para algumas regiões, o turismo religioso pode ser uma base para o seu desenvolvimento turístico e, consequentemente, económico (Nolan & Nolan, 1992; Vukonic, 2002).

Neste domínio, o turismo religioso, sobretudo na sua vertente espiritual, constitui uma tipologia muito especial, uma vez que os locais a ele associados são fortemente dotados de uma grande carga espiritual, emocional e afetiva (Nolan & Nolan, 1992; Vukonic, 2002). No presente estudo, o turismo religioso, assume-se como um contexto para estudar e responder às necessidades específicas do mercado turístico, numa perspetiva interdisciplinar (marketing e turismo). Não obstante estudos existentes, a literatura evidencia, contudo, algumas limitações no que concerne ao estudo do comportamento do consumidor (i.e. perfil, necessidades e motivações) em contextos específicos de marketing e turismo. O presente estudo incide sobre alguns dos fatores que poderão influenciar as atitudes e comportamentos dos consumidores em contextos específicos de turismo. Em particular enquadramos o estudo focando a peregrinação pelos Caminhos de Santiago. A nossa reflexão caminha no sentido da proposta de aplicação de um modelo teórico de investigação, num contexto específico e que reúna os *inputs* relevantes do comportamento da procura de estudos anteriormente desenvolvidos. A aplicação deste modelo será um importante complemento a outros estudos desenvolvidos em contextos semelhantes e cujo objeto de estudo se centre na oferta turística, recursos que permitem a utilização comum e a caracterização da procura. O objetivo passa, também, por caracterizar os traços fundamentais da procura turística, permitindo uma análise comparativa entre as tipologias turísticas e motivações dos consumidores, em contextos de turismo religioso e de peregrinação (i.e. proposta de modelo teórico de investigação em contextos específicos de turismo religioso). Serão, ainda, consideradas algumas das implicações para a gestão, assim como sugestões para futuras linhas de investigação.

2 – O turismo religioso e de peregrinação

O turismo é uma área de investigação onde, recentemente, vários autores têm dado um notório contributo, não obstante o caminho que pode ser percorrido nesta temática. Não obstante a sua complexidade, o turismo é um fenómeno que abarca várias disciplinas (Echtner & Jamal, 1997). Nesse sentido, a teoria existente é ainda fragmentada, potenciando o desenvolvimento de teorias robustas, integradas e de natureza holística, na ausência de uma teoria substancial (Dann, Nash & Pearce, 1988). Para Jafari e Aaser (1988), o turismo como área de estudo tem ganho espaço, espelhando o seu crescente reconhecimento na comunidade académica, numa aplicação de conceitos e métodos interdisciplinares. Ora, os tipos de turismo definem-se pelos motivos da viagem e pelas características dos destinos, resultando de fatores psicológicos, culturais ou profissionais intrínsecos ao indivíduo, que levam a uma crescente heterogeneidade ao nível da procura turística, potenciando novos tipos de turismo em diferentes contextos.

Em 1960, na Conferência Mundial de Roma, o turismo religioso é definido como “uma atividade que movimenta peregrinos em viagens pelos mistérios da fé ou da devoção a algum santo. Na prática, são viagens organizadas para locais sagrados, congressos e seminários ligados à evangelização, festas religiosas que são celebradas periodicamente, espetáculos e representações teatrais de cunho religioso” (Silveira, 2004, p.4). Para Smith (1992) o turismo religioso é aquele que engloba a visita secular e religiosa ao património religioso (físico e cultural). Ainda que o turismo religioso tenha subjacente a ideia de uma viagem com sentido turístico, os seus motivos são de carácter religioso, devocional e espiritual. Pereira, Bessa & Simões (2005) atentam na inevitabilidade de se relacionar o turismo religioso com o turismo cultural. Efetivamente, se o turismo cultural é definido como uma forma de turismo que tem por objeto central o conhecimento de monumentos, sítios históricos e artísticos ou qualquer outro elemento do património cultural e, se uma parte muito significativa dos monumentos está relacionado com a crença religiosa e as instituições que a organizam, então, estes dois tipos de turismo estão intrinsecamente relacionados. De facto, o turismo religioso, além dos motivos religiosos e espirituais, impele os turistas a deslocarem-se igualmente por motivos de

cultura, considerando o património existente em torno do “sagrado”, no qual o património religioso assume um importante recurso turístico de uma região ou país, que, além do seu valor histórico e artístico, tem uma forte componente religiosa ou espiritual. Esta proximidade pode dificultar a distinção entre os diferentes tipos de turista: aqueles que se deslocam por fins estritamente religiosos, aqueles turistas, cujo motivo da visita é a curiosidade pela cultura e aqueles que se deslocam tendo por detrás estes dois tipos de motivação. Neste sentido, Cunha (2006) propõe que o turismo religioso possa ser entendido em três vertentes: espiritual, cultural e intermédia. Na vertente espiritual, a motivação principal da deslocação/estadia é a fé e os lugares diretamente relacionados, chamados santuários e está fortemente associada às peregrinações. Na vertente cultural, denominada de “Turismo em lugares religiosos” e “Turismo de objetos religiosos” a principal razão das visitas não é conhecer o objeto religioso como tal, mas como um produto da cultura humana. Na vertente intermédia, a componente religiosa é menor e a peregrinação é sobretudo pretexto para fazer turismo, i.e., visitar lugares e monumentos que de outra forma não se visitariam.

O turismo religioso engloba não só as grandes manifestações religiosas e as peregrinações, mas também as festas e as romarias. De facto, as grandes manifestações religiosas e as peregrinações permitem a estruturação de correntes turísticas, abrangendo, além do local de peregrinação, os circuitos de locais sagrados ligados à peregrinação desenvolvida; por outro lado, as festas e romarias permitem uma atração pontual. O turismo religioso e o turismo de peregrinação, ainda que sejam tipos de turismo relativamente próximos, apresentam também a sua diferença no que toca processos relativos às viagens, alojamentos ou itinerários os conceitos distinguem-se pelas suas motivações e finalidades. Assim, enquanto no turismo religioso, a motivação intrínseca é essencialmente religiosa, no turismo de peregrinação a motivação individual para a viagem pode ser distinta (González, 2013; Santos, 2002). Neste sentido, Blom et al. (2008) referem-se ao “turismo de peregrinação”, apontando os exemplos de Fátima e de Santiago de Compostela e classificando-os como um produto turístico em crescimento, independentemente da motivação individual da viagem. Segundo os autores, a “experiência” como resultado do desejo de novas sensações constitui, frequentemente, o motor deste tipo de turismo. Também Pereira, Bessa & Simões (2005) chamam a atenção para o facto de que na peregrinação nem sempre a motivação é estritamente religiosa fazendo referência a uma investigação de Mourinho sobre a utilização do caminho de Santiago, relacionando o ressurgimento da peregrinação com a popularização de alguns desportos como o *trekking*.

Em suma, o turismo religioso, sobretudo na sua vertente espiritual, constitui uma tipologia muito especial de turismo, uma vez que os locais a ele associados são fortemente dotados de uma grande carga espiritual, emocional e afetiva. O turismo de peregrinação, onde a experiência se assume como o motivo catalisador da viagem, constitui uma dimensão do turismo religioso de importância singular dada a forma como os locais de peregrinação se tornam centros a partir dos quais se desenvolve toda a atividade turística de uma região e onde há espaço para o desenvolvimento do produto turístico para lá do fator religioso de forma a enriquecer e diferenciar a “experiência” que lhe serve de motor.

3 - Os Caminhos de Santiago: experiência e espiritualidade individual

Santiago de Compostela constitui um dos principais lugares de peregrinação cristã, a par de Jerusalém e Roma. Peregrinar significa andar através dos campos em direção a um local sagrado e a peregrinação a Santiago teve o seu período áureo na idade média, tendo sido definida no século XII uma rede de caminhos através da Europa cuja meta era a cidade de Compostela (Silva, 2004). O caminho mais popular e emblemático é o caminho francês, composto por quatro caminhos que vão convergindo uns nos outros, e que é percorrido pela maior parte dos peregrinos provenientes da Europa. Caminhos também com muita história são o caminho português, também com várias variantes, o caminho da prata, proveniente do sul de Espanha, o

caminho do norte e o caminho inglês (Silva, 2004). Estão ainda identificados Caminhos de Santiago de Compostela noutros pontos do mundo, sendo o Brasil um exemplo desse fenómeno (Steil & Carneiro, 2008). Depois de tempos em que as peregrinações terão entrado em declínio (Santos, 2002), verifica-se a partir do final do século XX um regresso à popularidade desta peregrinação (Silva, 2004), com a requalificação dos Caminhos de Santiago, a renovação do património por organismos públicos e a constituição de associações jacobeitas, atraindo o ressurgimento de muitos peregrinos enquadrados em sentimentos de espiritualidade, de desprendimento a bens materiais e ao contacto com a natureza (González, 2013).

O ressurgimento da popularidade dos Caminhos de Santiago relacionam-se também com o contexto sociocultural, em que na era do transporte de alta velocidade, cresce o interesse por uma experiência de caminhada pacífica (González, 2013). Um peregrino de Santiago de Compostela é considerado pela Igreja aquele que percorre 100km a pé ou 200km de bicicleta ou a cavalo e que obtém um certificado por atingir esse objetivo como significado desse esforço (González, 2013; Santos, 2002). Contudo, a peregrinação a Santiago de Compostela constitui uma prática espiritual que em muito se distingue da prática religiosa. Muitos peregrinos de Compostela são ateus ou agnósticos, cristãos, muçulmanos ou judeus (González, 2013; Slavin, 2003) e deslocam-se a um lugar sagrado por uma postura contemporânea de espiritualidade individual, menos institucionalizada e vivida de forma mais livre e criativa do que a tradicional peregrinação instituída pela igreja católica (Fernandes *et al.*, 2012; González, 2013; Liszewski, 2010; Santos, 2002; Steil & Carneiro, 2008). Na verdade o caminho de Santiago acaba por ter uma dimensão mais importante que a chegada ao lugar sagrado (Santos, 2002; Steil e Carneiro, 2008). Mais do que o destino final em termos de religiosidade, os peregrinos procuram fazer o percurso pela experiência espiritual do próprio caminho, pelo seu conteúdos históricos e patrimoniais (Murray, 2014), multi-culturais e multi-religiosos, por lazer, desporto ou simples curiosidade, pela procura de novas experiências e conhecimento de novas pessoas ou pela contemplação da natureza (Fernandes *et al.*, 2012; González, 2013; Steil e Carneiro, 2008).

As diferentes motivações identificadas nos estudos realizados no caso concreto dos Caminhos de Santiago convergem com ideia geral de que o turismo de peregrinação não ocorre necessariamente por motivos religiosos e demonstram que é muito ténue a diferença entre peregrinos e turistas, já que os Caminhos de Santiago são marcados por aspetos naturais, históricos, religiosos e culturais que são normalmente apreciados tanto por peregrinos como por turistas (Murray, 2014; Murray & Graham, 1997; Steil & Carneiro, 2008). A maioria dos visitantes do caminho e da cidade de Santiago são na verdade turistas motivados pela curiosidade da experiência de peregrinação na qual os indivíduos desenvolvem também uma componente turística, já que a peregrinação absorve elementos de lazer e consumo, nomeadamente de carácter desportivo e lúdico, o que está também associado ao turismo (Santos, 2002; Steil & Carneiro, 2008). Mesmo assim, um estudo recente sobre o impacto no consumo no caso do caminho português demonstra que o efeito é mínimo, embora o marketing turístico continue a ser muito relevante nos locais de peregrinação e nos Caminhos que conduzem até eles (Fernandes *et al.*, 2012).

Por outro lado, os próprios Caminhos de Santiago estão revestidos de uma forte componente de marketing turístico (Murray & Graham, 1997), seja na organização do produto e no reconhecimento do percurso, determinação dos locais de pausa e apoio ou contacto com os habitantes locais, com o envolvimento dos municípios e associações jacobeitas, tendo a igreja católica um lugar secundário em todo este processo. A organização das peregrinações nos Caminhos de Santiago como produto turístico incorporam estruturas turísticas pelos locais de peregrinação e a experiência passa em regra a estar enquadrada na confiança e segurança do apoio do organizador, do grupo ou da agência turística (Steil & Carneiro, 2008). Transforma-se assim o produto religioso em produto turístico e vice-versa. Contudo, a peregrinação e o turismo, embora estejam intimamente relacionados, poderão resultar em experiências conflituantes, uma vez que esta realidade acarreta algumas fragilidades na perceção do consumidor. Desde logo a perda de autenticidade da experiência, que diferencia assim o peregrino do peregrino turista, o qual é orientado durante o caminho e terá assim um menor grau de imersão nessa mesma experiência (Steil & Carneiro, 2008). Cada um dos caminhos é enquadrado com um conjunto de descrições dos seus atributos e diferentes sentidos ou propósito, permitindo

assim enquadrar esta experiência em diferentes pacotes turísticos adequados a diferentes segmentos de mercados ou situação de consumo – caminhos com um propósito mais sagrado alicerçados na tradição da peregrinação católica do sacrifício e penitência; caminhos mais espirituais, conectados com a vivência de uma experiência de busca interior, auto-aperfeiçoamento e auto-conhecimento com vista a uma transformação pessoal; caminhos mais relacionados com o contacto com a natureza e de carácter mais ecológico ou paisagístico, ou caminhos centrados no património e na componente histórico-cultural (Steil & Carneiro, 2008). A experiência de peregrinação pelos Caminhos de Santiago tem vindo a demonstrar-se uma experiência intensa, originando um elevado nível de fidelização, traduzido no número de peregrinos, embora maioritariamente pelo dinamismo das associações jacobinas, que repetem parte do caminho todos os anos (González, 2013).

4 – A afetividade e as intenções comportamentais em contextos turísticos

De acordo com Ramkissoon, Smith e Weiler (2013), o conceito *place attachment* (afeto local) pode ser definido de várias formas, não existindo uma única definição para este termo. Contudo, parece evidente que se trata de um construto de natureza multidimensional, estando a sua origem associada ao campo da psicologia ambiental (Hidalgo & Hernandez, 2001). Hwang, Lee & Chen (2005) afirmam, por seu turno, que esta afetividade se refere a um sentimento de pertença, incluindo expressões simbólicas ou emocionais. O *place attachment* pode ser entendido como a conexão, o laço ou o vínculo partilhada por determinadas pessoas relativamente a certos lugares ou contextos (Scannell & Gifford, 2010). Para Gross e Brown (2008) esta afetividade consiste, tipicamente, em duas dimensões, a saber: (i) *place dependence* (dependência ao local) tida como uma ligação funcional com determinado local ou contexto, e (ii) o *place identity* (identidade local) tida como uma conexão simbólica ou afetiva relativamente a esse mesmo local ou contexto. Outras dimensões podem ainda estar associadas a este contexto, como disso sejam exemplo o *place affect* ou o *place social bonding and* (Hwang et al., 2005). O *place attachment* tem merecido a atenção de vários investigadores que, em distintas áreas, procuram aplicar este construto por forma a investigar a relação entre impressões psicológicas das pessoas e a geografia, a arquitetura, o ambiente, o turismo ou o lazer. Tal perspetiva incide sobre a resposta emocional e a afetividade do consumidor por forma a melhor captar as necessidades do mercado, tornando-se num importante instrumento de apoio à gestão de destinos e planeamento do espaço territorial (Green & Chalip, 1997; Hwang et al., 2005). Face ao exposto, consideramos pertinente a aplicação deste conceito em contextos específicos de turismo, em especial o caso do turismo religioso e de peregrinação (i.e. Caminhos de Santiago).

Por outro lado, são significativos os estudos que, em contextos de marketing aplicado ao turismo, se debruçam no estudo da satisfação e lealdade do consumidor ao destino turístico. A satisfação do consumidor tem-se claramente afirmado, cada vez mais, como um importante conceito a ser estudado, importância essa bem evidenciada no desenvolvimento de novos estudos e contributos científicos (e.g. Bigné, Andreu & Gnoth 2005, Kozak, 2001; Oliver, 1980; Parasuraman, Zeithaml & Berry, 1985; Ryan, 1995). Entre várias leituras, e no campo do marketing, a satisfação pode ser frequentemente confrontada com o termo de qualidade, sendo diferenciada pelo nível de comparação das suas expectativas (Baker & Crompton, 2000). Para Oliver (1980, p.462), “a satisfação é um passo necessário em direção à retenção de clientes e à formação de lealdade”, a qual pode emergir da combinação da superioridade percebida na oferta das empresas. A satisfação é a função de um padrão inicial e alguma discrepância percebida do ponto de referência inicial (Oliver, 1980).

Muitas das teorias e perspetivas relativas à avaliação da satisfação do consumidor, com origem na área do marketing, estão na base do elevado *input* em estudos desenvolvidos no campo do turismo. Neste sentido, turistas satisfeitos serão, à partida, mais propensos a uma nova visita ou a uma recomendação a amigos e familiares (Yoon & Uysal, 2005). A sua importância não se resume ao papel no planeamento do marketing de produtos/serviços turísticos e de destinos. A satisfação dos turistas é também tida como um elemento importante para o sucesso do marketing associado não só às empresas mas também aos destinos

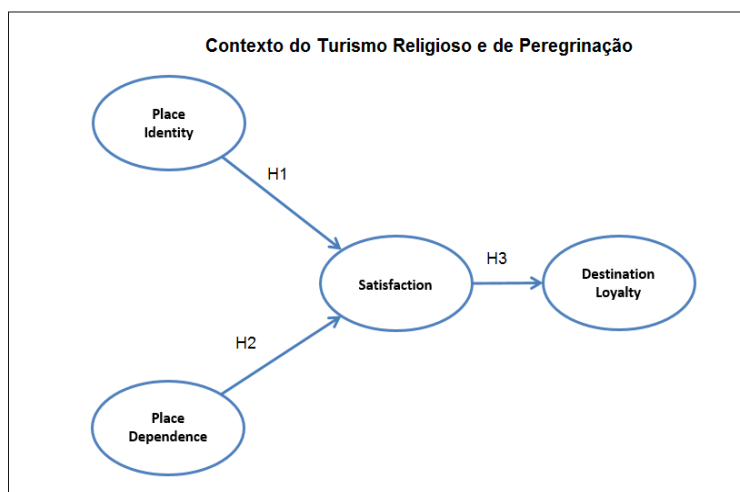
turísticos, dado que é um elemento influenciador da escolha do destino, do consumo de produtos e serviços e da decisão de regressar (Kozak & Rimmington, 2000). Por conseguinte, a lealdade em contextos de destinos turísticos tem sido alvo de vários estudos académicos, suscitando o debate e o aparecimento de novos contributos (Baker & Crompton 2000; Oppermann, 2000; Bigné et al., 2005; Yoon & Uysal, 2005; Prayag & Ryan, 2012).

Segundo Oppermann (2000), a satisfação com a experiência de viagem contribui para a fidelização dos consumidores que, por sua vez, se traduzem na intenção de voltar a visitar o destino ou recomendar esse mesmo destino a outros. Diversos estudos têm demonstrado existir uma relação entre a fidelização dos clientes e a sua satisfação (Oliver, 1999; Yoon & Uysal, 2005; Gallarza & Saura, 2006), referindo também que a satisfação com a experiência turística é afetada pelas motivações para viajar (Ross & Iso-Ahola, 1991; Bigné et al., 2005; Yoon & Uysal, 2005; Prayag & Ryan, 2012).

5 - Modelo de investigação proposto

São vários os estudos que, em contextos de marketing e turismo, se têm debruçado sobre a associação entre a afetividade ao local e o comportamento de compra do consumidor, incluindo o estudo da satisfação, lealdade ou qualidade do serviço prestado (Hwang et al., 2005). Em contextos específicos de turismo, como disso seja exemplo o turismo religioso e de peregrinação, há ainda bastante caminho a percorrer no estudo das relações causais entre a afetividade a determinado local e as intenções comportamentais por parte do visitante. Nesse sentido, o modelo que aqui é proposto (figura 1) evidencia a relação-causal da identidade local e dependência local com as intenções comportamentais do turista religioso e de peregrinação.

Figura 1: A afetividade e as intenções comportamentais do turismo religioso e de peregrinação



Já mencionado anteriormente, a literatura existente não evidencia resultados conclusivos no que diz respeito ao efeito da afetividade ao local na satisfação (Yüksel et al., 2010). Alguns autores defendem até que a satisfação, consoante a forma como esta seja definida, poderá influenciar positivamente o afeto local (Hou et al., 2005). Porém, um considerável grupo de autores defende que a satisfação do consumidor, nomeadamente em contextos de turismo, poderá ser influenciada pelo tipo de afeto local (Halpenny, 2010; Yüksel et al., 2010). Face ao exposto, e uma vez que a oferta deste tipo de turismo poderá estar desenhada para mercados suficientemente específicos, prevê-se que o *place attachment* pode assumir-se como uma variável relevante (*place identity* – H1 e *place dependence* – H2, respetivamente).

H1: place identity apresenta um efeito positivo na satisfação do turista religioso e de peregrinação

H2: place dependence apresenta um efeito positivo na satisfação do turista religioso e de peregrinação

A restante hipótese definida tem por base os argumentos propostos e contributos evidenciados na literatura, no sentido de que a satisfação tende a favorecer o desenvolvimento de comportamentos de lealdade. Estes resultados são particularmente evidenciados em contextos de turismo, como disso sejam exemplo a importância da satisfação na revisita ou na recomendação a familiares e/ou amigos (Kozak, 2003; Bigné et al., 2005; Prayag, 2008; Prayag & Ryan, 2012). Com base nessa discussão, propomos que, num contexto de turismo religioso e de peregrinação, aumentos na satisfação facilitem o desenvolvimento de comportamentos de lealdade.

H3: satisfação apresenta um efeito positivo na lealdade do turista religioso e de peregrinação

6 – Implicações do estudo e próximas linhas de investigação

O presente estudo representa um contributo preliminar no sentido de favorecer a maior compreensão no que concerne à relação entre a afetividade ao local e as intenções comportamentais em contextos específicos de turismo religioso e de peregrinação (em específico, o caso dos Caminhos de Santiago). Numa abordagem interdisciplinar, espera-se que esta investigação possa contribuir positivamente para o desenvolvimento da teoria em contextos de marketing e turismo. Em concreto, o presente estudo propõe que a afetividade ao local (i.e. *place identity* e *place dependence*) afetam positiva e diretamente a satisfação do consumidor específico de turismo, assim como a sua lealdade (seja pela revisita, seja pela recomendação a terceiros) em contextos de turismo religioso e de peregrinação. O modelo evidencia que a forma como um determinado destino turístico pode ser gerido, aliado ao estudo do comportamento do consumidor turístico (em contextos específicos) deverão refletir-se na maior ou menor competitividade entre destinos turísticos (i.e. planeamento de espaços, estratégias de comunicação, promoção de serviços, vendas integradas e combate à sazonalidade).

Espera-se que futuros trabalhos possam, contribuir com o desenvolvimento de estudos empíricos que testem as relações causais aqui abordadas. Um estudo empírico deverá possibilitar a maior compreensão dos construtos do modelo de investigação e consequente relação entre as variáveis de estudo. O estudo das relações propostas permite medir o impacto de certos fatores na predisposição para o destino turístico em contextos religiosos e de peregrinação. Assim, um estudo empírico permitirá não apenas testar as hipóteses de investigação como também avaliar o seu efeito preditivo (e.g. através de modelo de equações estruturais). Compreender o comportamento do consumidor em contextos específicos de turismo religioso e de peregrinação permitirá, entre outros aspetos, reunir e providenciar informação útil para o planeamento dos destinos turísticos, assim como para suporte da tomada de decisão dos demais agentes envolvidos.

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AN APPROACH ON PLACE ATTACHMENT, INVOLVEMENT AND SATISFACTION IN CROSS-BORDER TOURIST REGIONS

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Abstract

This study aims at gaining a deeper understanding of customer profiling and behaviour in cross-border tourism destinations. There is still a gap in the understanding of destination management in cross-border regions and the customer profile and motivations. Overall this research attempts to produce a deeper understanding of the profile and behavior of consumers in tourism settings, addressing the predisposition for the destination in specific contexts (cross-border tourism regions). The study proposes influencers of customer behaviour and attitudes (e.g., involvement, place attachment and tourist satisfaction) in the context of cross-border tourism destinations. Under an interdisciplinary perspective, this research brings together inputs from marketing, tourism and local economics. A theoretical model is developed specifying antecedents of satisfaction and loyalty in cross-border tourism regions. Implications for future research are also presented.

Keywords

Consumer Behaviour, Cross Border Regions, Involvement, Place Attachment, Tourist Satisfaction

Resumo

O presente estudo visa a obtenção de uma mais profunda compreensão do perfil e comportamento do consumidor em destinos turísticos transfronteiriços, sendo o seu desenvolvimento fundamentalmente centrado numa perspetiva de marketing de nichos. Considera-se existir ainda uma lacuna no que concerne à compreensão da gestão de destinos turísticos transfronteiriços e no tocante a perfis e motivações de consumidores. Globalmente, este estudo visa proporcionar uma mais profunda compreensão do perfil e comportamento dos consumidores em contextos turísticos, abordando a predisposição para um destino em contextos específicos. Trata-se de um trabalho, fundamentalmente de reflexão, e de proposta de variáveis capazes de influenciar comportamentos e atitudes de consumidores turísticos (e.g. envolvimento, afetividade e satisfação), em contextos de destinos turísticos transfronteiriços. Numa perspetiva interdisciplinar, o estudo reúne contributos da área do marketing, do turismo e do desenvolvimento local. O modelo teórico proposto retrata a existência de antecedentes da satisfação e lealdade em zonas transfronteiriças (com maior ou menor extensão geográfica). São igualmente apresentadas algumas implicações e sugestões para futuras pesquisas.

Palavras-chave: *afetividade, comportamento do consumidor, envolvimento, regiões turísticas transfronteiriças, satisfação*

1. Introduction

Tourism activities are amongst the most relevant drivers of economic development and growth in various economies. Every year, competition increases amongst tourist destinations (Becken & Simmons, 2002). Such relevance is reflected in the proliferation of studies conducted within the over-arching theme ‘tourism’, under various perspectives and backgrounds. For example, previous research addressed tourism planning from a local development perspective, environmental impact, destination branding and consumer loyalty (e.g., Getz, 1986; Embacher & Buttle, 1989; Backman & Crompton, 1991). The tourism marketing field faces increasing challenges triggered by the diversity of markets calling for new marketing approaches. Trends in global tourism demand suggest the emergence of sophisticated consumers looking for new, different and specific tourist experiences.

In this study we focus on cross-border regions as tourist destinations capable of catering for specific market needs. Although, cross-border regions are an attractive and desirable idea, the new configuration of many cross-border regions calls for a debate on issues concerning their development. Such call raises important aspects related to the organization and planning of common tourism destinations. In particular, the market of cross-border tourist destinations is not yet fully understood (Pardellas & Padin, 2005). There is still a gap in the understanding of cross-border regions’ customer profile, needs and motivations. This research specifies factors influencing customer behavior and attitudes in the context of cross-border tourist destinations. The study proposes influencers of destination loyalty (e.g., involvement, place attachment and tourist satisfaction) in the context of cross-border tourism destinations (i.e., micro destinations). To the endeavor an interdisciplinary perspective is taken bringing together inputs from marketing, tourism and local economics. A research model is developed and implications for future research suggested.

2. Place Attachment, involvement and satisfaction

2.1. Place attachment

According to Ramkissoon, Smith and Weiler (2013), place attachment has been defined differently by researchers and scholars, and the general consensus is that it is a multidimensional construct. Place attachment was first developed within the field of environmental psychology (Hidalgo & Hernandez, 2001). Hwang, Lee and Chen (2005) contend that place attachment often refers to one's sense of place and includes symbolic and emotional expressions. Place attachment refers to the connection or bond that is shared by people to certain places (Scannell & Gifford, 2010). According to Gross and Brown (2008), the place attachment construct typically consists of two dimensions: (i) place dependence referring to the functional attachment to a place, and (ii) place identity addressing the symbolic or affective attachment to a place. Dimensions of place attachment may also include place identity, place affect, place social bonding and place dependence. In this study we highlight the following 3 dimensions: place dependence, place identity (Hwang et al., 2005) and place affect (Yüksel, Yüksel & Bilim, 2010).

The notion of place attachment has been often used in the fields of geography, tourism and leisure to investigate the relationship between people's psychological impressions and the place's geography, architecture and environment. This construct can be applied to research on tourist behaviour. Such perspective on the customer's emotional and affective response allows better capturing customer's needs assisting destination management (Green & Chalip, 1997; Hwang et al, 2005).

2.2. Involvement

Of particular interest to this study is the notion of involvement. From a consumer behavior perspective, the *involvement* concept may be defined as the perceived personal importance and/or interest that consumers attach to the selection, purchase, consumption and disposition of a good, service or idea (Mowen & Minor, 1998). According to Gursoy and Gavcar (2003), consumers' level of involvement with an object or situation is determined by the degree to which they perceive that object/situation to be personally relevant. This is represented by the perceived linkage between consumers' needs, goals, and values, and their product knowledge. Theoretical models for the conceptualization of involvement as a construct evolved resulting in the development of different definitions, contexts and scales that are intended to operationalize the construct. In this sense, there is no consensus in the definition or measurement of involvement.

In tourism, the notion of involvement has received relevant attention, however, the majority of studies focused on internal tourists (domestic and inbound), recreational activities and associated services and products (Gursoy & Gavcar 2003). When applied to the wider area of leisure research, involvement has often entailed three dimensions: attraction, self-expression and centrality to lifestyle. *Attraction* is conceived as the perceived importance of an activity, product or service and pleasure derived from participation, use or benefit (Funk, Ridinger, & Moorman, 2004; Gross & Brown, 2008). *Self expression* transmits the degree to which participants express their self concept or individuality through the situation or object of study (e.g. tourist experience). Participation acts as a message of who the subjects are, and the situation, the idea or object acts as a mechanism through which one projects and enhances self-image (Selin & Howard, 1988; Gross & Brown, 2008). *Centrality to lifestyle* relates to the extent to which participants' social networks revolve around an activity, and whether participants' lifestyles are significantly impacted by their participation in many different contexts (Dimanche & Havitz, 1994).

2.3. Customer satisfaction

A parallel stream of research concerns the study of customer satisfaction and loyalty. Consumer satisfaction is an important concept that has been widely debated in the literature (Bigné, Andreu & Gnoth 2005, Kozak, 2001; Oliver, 1980; Parasuraman, Zeithaml & Berry, 1985; Ryan, 1995). In the marketing field, *“satisfaction and quality often have been differentiated by the standard of comparison used in the disconfirmation of expectations”* (Baker & Crompton, 2000, p.787). On a more general note, Oliver (1997, p. 13) defines satisfaction as *“the consumers’ fulfillment response. It is a judgment that a product or service feature, or the product or the service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under or over fulfillment”*.

Theories and perspectives concerning the evaluation of tourist satisfaction, originating from the marketing field, served as input to several studies in tourism, leisure and niche tourism. Examples of these are the models of expectation/disconfirmation (Oliver, 1980), equity (Fisk & Young, 1985, Oliver & Swan, 1989), norm (Cadotte, Woodruff & Jenkins, 1987) and perceived overall performance (Tse & Wilton, 1988). A correct understanding of satisfaction appears to be a basic parameter for evaluating the performance of products and services of the tourism destination. Tourist satisfaction became core to the success of many organizations/destinations related to tourism, leisure and recreation contexts (Bosque & Martin, 2008; Ramkissoon et al., 2013). Given its strategic importance, satisfaction is a key element for the strategic and operational management of tourist destinations (Kozak & Rimmington, 2000).

Previous studies, in tourism marketing, and based on the work of Oliver (1997), show satisfaction as an antecedent of loyalty (Sui & Baloglu 2003; Yoon & Uysal, 2005). Consumer loyalty, i.e., the repetition of a product purchase (or revisit) or the recommendation to others, became a critical indicator in the measurement of the success of a marketing strategy (Cunningham, 1956; Flavian, Martinez & Polo, 2001). An important definition refers to loyalty as *“a deeply held commitment to re-buy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior”* (Oliver, 1999, p.34).

3. Research model

Various studies investigated the significant associations between place attachment and other consumer-related variables, including satisfaction and service quality (Hwang et al., 2005). In the tourism field, there is still room to further develop the causal relationships between these constructs and consumer emotions. According to Bigné and Andreu (2004), although researchers agree on the importance of the relationships between emotional and affective variables, tourist satisfaction and behavioural intentions, there are no conclusive findings on how these variables connect.

Investigating causal relationships between place attachment and other related variables is beneficial for current researchers and marketers since results can help predicting how and why individuals are involved in travel and how travel decision making processes are made regarding preferred destinations for vacation or leisure (Kastenholz et al., 1999; Hwang et al. 2005). Based on such relevance we propose a research model that highlights the links between place attachment, satisfaction and loyalty in the context of cross-border regions.

In place attachment research, *“the focus of most investigation has been on the relationship of influencing variables in leisure behaviour”* (Hwang et al., 2005, p. 146). For instance, within the literature on place attachment and pro-environmental

behaviours, a number of studies has demonstrated significant associations between place attachment and satisfaction. Although some studies “*have demonstrated the links between place attachment and place satisfaction (e.g., Yüksel et al., 2010), further research is warranted to investigate the relationship between these two constructs*” (Ramkissoon et al, 2013, p. 4). Evidence suggests that place attachment, as a multidimensional construct, may be significantly predictive of visitors’ satisfaction (e.g., Hwang et al. 2005; Ramkissoon et al, 2013). We transpose this rationale to cross-border tourist regions. It is our view that because cross-border regions offerings are tailored to specific market niches, place attachment will be a particularly relevant variable. Based on the earlier discussion we propose that in a cross-border context:

H1: Place attachment has a positive effect in visitors’ satisfaction

Previous studies in tourism and leisure contexts addressing the notion of involvement were mostly conducted on North American tourists, recreational activities participants or associated services, products and ideas (Gursoy & Gavcar, 2003). Similarly, Gross and Brown (2008) studied the *involvement* construct in a tourism context. They applied a survey to tourists in five South Australian tourism regions measuring respondents’ attitudes towards tourism experiences in South Australia. Consistent with previous studies in consumer behavior, the pattern of results suggests that involvement is an antecedent of satisfaction (Bennett et al., 2007). Based on this discussion, we propose that in a cross-border region destination:

H2: Involvement has a positive and direct effect in visitors’ satisfaction

4. Implications and future research

This paper constitutes a preliminary contribution to better understand the relationship between place attachment and the attitudes, emotions and feelings towards a destination, in the context of cross-border regions. Following an interdisciplinary perspective, the research included inputs from areas of marketing, tourism and local development. In particular, the study proposes that place attachment and involvement directly affects consumer satisfaction and that consumer satisfaction affects destination loyalty, in the context of cross-border tourist regions. The model underlines that the performance of a tourist destination and visitors’ satisfaction is of great relevance to the destination competitiveness since the level of the experience is likely to influence visitors’ future behaviour.

Future research ought to develop an empirical study to test the relationships addressed in the research model. It would be relevant to identify specific profiles of tourism consumers - exploring motivations, determinants and purchase decision. An empirical study would further allow understanding how the constructs in the research model relate to each other. The study of the proposed relationships permits gauging the impact of certain factors in the predisposition towards the destination (e.g. likelihood of recommending a destination). Thus, an empirical study would not only test the hypothesis of a relationship between variables, but also, test the predictive value of the variables. Understanding tourism consumer behaviour in specific contexts may provide valuable information into destination planning and decision making. Such knowledge would have managerial implications as, for example, improving the elements that most influence the tourist satisfaction.

5. References

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Luxury Consumer: Empirical analysis of Consumer Perceptions. The case of Portuguese Tailoring

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Abstract

This study aims to examine the luxury consumer perceptions, in general, and the perceptions about the Portuguese tailoring service, in particular.

We have had used a mixed methodology, which combines a quantitative and a qualitative approach. About the quantitative, we have used, in the one hand, the Luxury Perceptions Questionnaire (Wiedmann, Hennigs & Siebels (2009) and, in the other hand, the luxury concept proposed by Dubois, Laurent & Czellar (2001). We have used a sample of 362 Portuguese. About the qualitative approach, we have made interviews to explore and understand the tailoring details. We have made 18 interviews to tailors. For this study we have defined um start question, and four sub questions. For the quantitative study we have made eight hypótesis. Structural equation modeling is used to test the hypotheses.

This study finds that that the functional dimension is the dimension that influences the perception of luxury value. However, the other, individual and social, contribute positively to the perception of the value luxury. From the point of view of tailors, customers are looking for quality, tradition, customization and exclusivity. About the research limitations, future studies should include more populations, more questions to have a more complete research in luxury area and another activity sector.

There is a lack of the studies in these areas, so the findings contribute to the literature on luxury and tailoring. For the companies, they should understand that functional dimension is the most contributor to the luxury perception and they should combine innovation and tradition.

Keywords

Consumer behavior, Luxury consumption, luxury perception , Tailor

1. INTRODUCTION

The paradoxical nature of luxury consumption was pointed out for over 2000 years by the Greek philosophers. Despite this fact, research in this area has been poor (Dubois, Laurent & Czellar, 2001). The first works that settled in the luxury study and conspicuous consumption, were developed by Veblen (1899), who introduced quality, hedonism, ostentation and prestige, as the dimensions of luxury products.

In fact, luxury has always been associated with excellence, superiority to the common, with distinctiveness. The strong performance of most luxury companies in 2010 bucked the trends of other common areas. But the quick changes in demand, imply significant challenges for the industry. In last years, four trends devalue the concept of luxury, such as, changes in tastes and buying behavior, the emergence of new markets, the unclear definition of true luxury and the arrival of new media (Bellaiche, Mei -Potchler & Hanisch, 2010).

In the context of lack of studies on the one hand, and changes in consumer behavior products / luxury services on the other hand, is supported this research which aims to know the perceptions of consumers about luxury and also the study of Portuguese tailoring, seeing like a luxury service. More specifically, we want to understand which are the perceptions of consumers towards the luxury in general and the tailoring, in particular. The empirical analysis is based in the perceptions of consumers towards the luxury in general like is concerned by the model proposed by Wiedmann, Hennigs & Siebels (2009) and luxury definition suggested by Dubois, Laurent and Czellar (2001). The model assumes that the characterization of a luxury service is based on the following values: price, usability, quality, rarity, self-identity, hedonism, materialism, visibility and prestige (Wiedmann, Hennigs & Siebels, 2009) and the concept of luxury presented by Dubois, Laurent and Czellar (2001) defines luxury object, as a combination of six dimensions: price, quality, exclusivity, aesthetics, heritage and superfluous.

With regard to the case of the Portuguese tailoring, our study sought to explore some aspects of the reality of the Portuguese tailoring to obtain inferences that allow us to contribute to the understanding of that reality.

In this paper we'll start to present the methodology, where we describe the interview script, used in the qualitative study composed by of eight segments. And, then we present "The luxury consumer perceptions scale" of Wiedmann, Hennigs & Siebels (2009), used for the quantitative approach. Then we'll resume the literature review, highlighting, the conceptual model and the definition of luxury object, which supports this research. And finally we will made the discussion of results and present the conclusions, highlighting the main conclusion, that the value usability is the greater contributor to the luxury value perception.

2. METHODOLOGY

2.1 RESEARCH OBJECTIVES AND MODEL DEVELOPMENT

Anchored in the model proposed by Wiedmann,Hennigs&Siebels (2007) we have defined the respective hypotheses (H) in order to confirm or not the results obtained by this group of researchers , considering the usability value, quality value, uniqueness value, self-identity value, hedonic value, materialistic value, conspicuousness value and prestige in social network value.

- Usability Value

H1: The consumer's perceived level of excellent usability in terms of superior functional value of a luxury product or service is an appropriate criterion for value-based segmentation of luxury consumption behavior.

- Quality Value

H2: The consumer's perceived level of first-class quality in terms of superior performance of a luxury product or service is an appropriate criterion for value-based segmentation of luxury consumption behavior.

- Uniqueness Value

H 3 - The consumer's perceived level of uniqueness as an indicator of the exceptional exclusivity and scarcity of a luxury product or service is an appropriate criterion for value-based segmentation of luxury consumption behavior.

- Self Identity Value

H4: Consumers' perceived level of perfect congruity of a luxury product or service with their self-image or intended self-image is an appropriate criterion for value-based segmentation of luxury consumption behavior.

- Hedonic Value

H5: The consumer's perceived level of hedonism toward a luxury product or service and its property of satisfying as well as possible an emotional desire for sensory gratification is an appropriate criterion for value-based segmentation of luxury consumption behavior.

- Materialistic Value

H6: The consumer's level of materialism and extraordinary devotion to material needs and desires is an appropriate criterion for value-based segmentation of luxury consumption behavior.

- Conspicuousness value

H7: The consumer's perceived supreme conspicuousness of a purchased luxury product or service as an indicator of elitism and wealth is an appropriate criterion for value-based segmentation of luxury consumption behavior.

- Prestige in social network value

H8: The level of perceived superior prestige of a luxury product or service as a symbolic sign of membership to a reference group is an appropriate criterion for value-based segmentation of luxury consumption behavior.

For qualitative research, we have defined the main research question and four sub questions:

Main question - Is tailoring a luxury service?

- a) Which are Portuguese consumers perceptions, about why consumers look for tailoring services?
- b) Which are tailoring consumers perceptions, about why they look for tailoring services?
- c) Which are tailors perceptions, about tailoring services?
- d) Which is tailoring consumers socio demographic profile, in Portugal?

2.2 Model developed

As regards the qualitative study was set up interview script consists of eight segments. The interviews were conducted to 18 tailors. In the first part, information was requested on the tailor, name and location of the shop. Later it was requested information on age, service time as Taylor, description of career and description of the profession. In the third part, we ask about: the type of communication with customers, the characterization of the customers in terms of age, profession, style. He sought to know what attitude to customers, ways to attract new customers, care of the space and involvement of customers in the fact creation process and finally, the type of communication with the market. In the fourth part, sought to know which is the fact creation process, such as the shape, the fabric is chosen, who draws, whether you use molds, among others. In the fifth part sought to information on prices and perceptions, particularly those who practice prices and how customers react to prices. In the sixth part sought to realize is that the perceptions of the tailors on customer needs. Here the responses were induced, for example, the tailors identified aspects valued by customers through the following list: top quality, price, uniqueness, beauty, dress well, status, usability, satisfaction / pleasure, security / trust and tradition / heritage. These factors were based on the model Wiedmann, Hennigs & Siebels (2007; 2009) and luxury notion suggested by Dubois, Laurent and Czellar (2001), which are the theoretical basis of this research work. In the seventh part, the tailors were asked about customer loyalty and the retention thereof. Finally, were asked to review a sentence about luxury, namely "Luxury relates to desire to mark a certain social status and differentiate themselves from other people"

(Allerés, 2000; Lipovetsky & Roux, 2004, 2009) and Casterède (2005) states that "luxury is all that is not necessary," that is, we were told that in view of the current settings, define the tailoring? (It's a lifestyle, is a luxury, but a necessity?). Because of the context of crisis in which the country is experiencing, it was considered pertinent to know how the economic crisis affects and is affecting the art of tailoring.

As for the quantitative study, we used the luxury consumer perceptions questionnaire of Wiedmann, Hennigs & Siebels (2009). The questionnaire was based on the analysis of the work developed by the authors, who presented the following dimensions associated with 48 questions: functional dimension, individual dimension and social dimension. In addition to this questionnaire added a scale with questions regarding the tailoring industry.

The questionnaire consists of 6 parts and 56 questions, which are added 9 questions of sociodemographic characterization.

Here then the questionnaire structure:

Part 1 - Dimension Functional Value

Included questions of different factors:

1- Factor 1 - Value Usability

2 Factor 2 - Rarity Value

3 Factor 3 - Quality Value

Part 2 - Dimension Individual Worth

1- Factor 4 - Value Self Identity

2- Factor 5 - Value Materialistic

3- Factor 6 - Value hedonic a) - a gift to myself

4- Factor 7 - Value hedonic b) - Indulgence

5- Factor 8 - Value hedonic c) - Pleasure Self Directed

6- Factor 9 - Value hedonic d) - Enrichment of life

Part 3 on luxury sectors - consists of one question , based on luxury goods typology by Allerés (2000) and Casterède (2005) .

Part 4 - Dimension Social Value

7- Factor 10 - Value Prestige on Social Networks

Part 5 - Tailoring - consists of 5 questions

6th Part - socio demographic data - consists of 9 questions.

There has been a pre test which took place a week before the publication of the questionnaire on the Internet . The questionnaire was released from the day February 20, 2014 and was available for 3 weeks. During the three weeks the disclosure was selective , always trying to approach the previously defined target audience .

The sampling process was not randomly selected snowball. The questionnaire was distributed via the Internet. We obtained 362 responses to the questionnaire.

3. LITERATURE REVIEW

The literature review revealed that research in this area, on the one hand, has an economic approach, and to the field of social psychology and behavior, on the other. The luxury product has an emotional value in access to utility function (Vigneron & Johnson, 1999).

Referring to research around the concept of luxury and specifically its dimensions, this research work is based mainly on studies developed by Dubois, Laurent and Czellar (2001), the luxury perception multidimensional model of Wiedmann, Hennigs & Siebels (2009), the work of Vigneron and Johnson (1999), which refer to the emotional value of luxury and luxury product classification by Allerés (2000) and Castarède (2005).

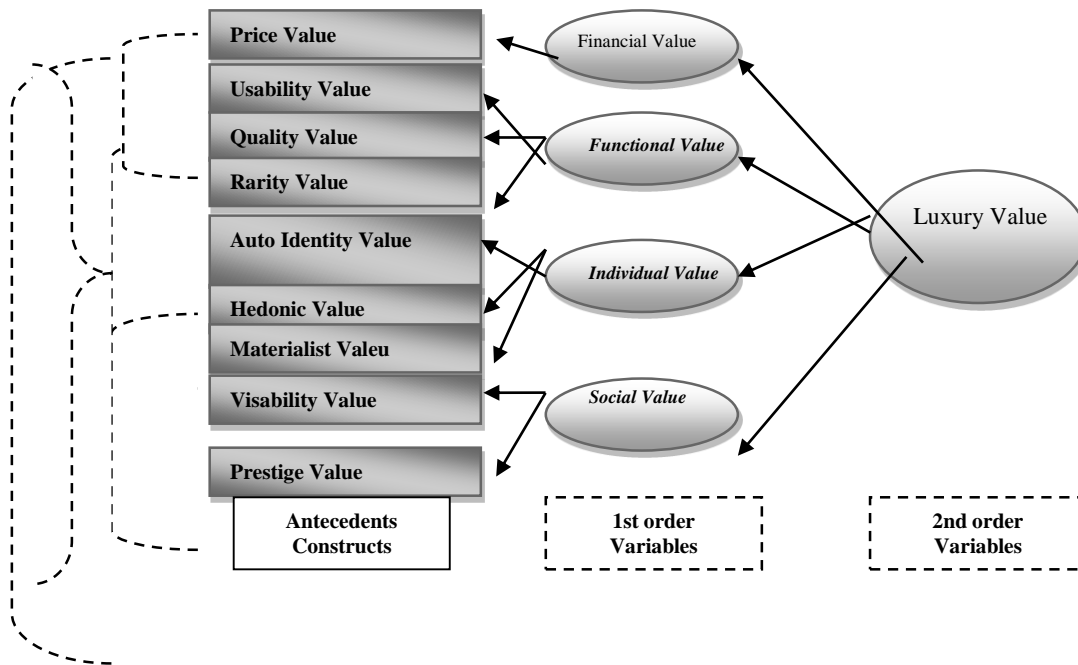
Dubois, Laurent and Czellar (2001) present the Conceptual structure of the luxury segment, incorporating the economic approach and the approach of social psychology and consumer behavior. Six luxury domains were identified, which are high price, excellent quality, exclusivity, aesthetics, tradition / heritage and superfluous (Dubois, Laurent and Czellar, 2001).

For luxury goods, the utility sources include: product quality, aesthetic design, service excellence, among others. Luxury products are also consumed by social recognition, status and positive impression, as mentioned Vigneron and Johnson (1999). Are also consumed for pleasure and the satisfaction of hedonic needs. In fact recent studies show that a luxury product has an emotional value in access to utilitarian function and help to achieve subjective intangible benefits (Vigneron & Johnson, 1999). Dubois, Laurent and Czellar (2001) point out the emotional value as a vital feature of luxury products, noting that people buy luxury goods, for their own pleasure.

2.1 Concetual Model

The perception of value for a luxury consumer and the reasons inherent in the purchase of luxury products are not simply related to social factors, including the status, success, distinction and the human desire to impress others. "They depend on the financial, functional and individual brand of utility. It should also consider that luxury is associated with social / individual and also functional and financial aspects , it is important to understand the cognitive and emotional dimensions of the multidimensional model " (Wiedmann , Hennigs & Siebels , 2009 , p.268) , as we can noted below:

Figure 1: Conceptual model, about luxury perceptions



Source: Adap. from Wiedman, Hennigs & Siebeles (2009, p.629)

Looking at the figure 1, it's possible to note the existence of four dimensions that allow us to reach the perception of luxury value: financial dimension, functional dimension, individual dimension and social dimension. Each of these dimensions is constituted by sub dimensions, which are shown below.

The financial dimension of luxury value, directly concerns the monetary aspects such as price, cost of resale, discounts and investment; relates to the value of the product expressed in currency (dollars , euros, ...) and also to what is necessary to sacrifice to get it .

The functional dimension of luxury value refers to the main benefits of the products and basic utilities such as excellent quality, rarity, excellent usability, reliability and endurance.

The individual dimension of luxury focuses value in personal consumer orientation, addressing the personal aspects such as materialism, hedonism and self-concept or self identity.

Finally, the social dimension of luxury value refers to the value perceived by the individual in the acquisition of products and services recognized by your group or groups such as ostentation and prestige that may significantly affect the propensity to purchase products goods luxury. Despite these luxury four dimensions are independent , they interact with each other and have various influences on individual perception of luxury value and behavior .

We can said that, the luxury perceptions on the part of consumers are mainly related to functional , individual and social aspects, assuming the financial dimension, in terms of price, a moderate factor (Wiedmann , Hennigs and Siebels, 2009).

4. EMPIRICAL COMPONENT

Taking into account our hypothesis, we can conclude that all are significant to 1%, except for the " Hedonic Value – Extravagance \leftarrow Individual Value " which is significant at the 5 % and the " Value Raraity \leftarrow Functional Value " which is not considered significant , as we can see in the Table1.

Table 1 – Final Results of structural model

Hypothesis	Not standardized		standardized		t	P Value
	Estimate	standard deviation	Coefficients	Coefficients		
Usability Value \leftarrow Functional Value	1,000	-	0,976	-	-	-
Rarity Value \leftarrow Functional Value	0,054	0,041	0,077	1,326	0,185	
Auto identity value \leftarrow Individual Value	1,000	-	0,176	-	-	-
Materialistic Value \leftarrow Individual Value	5,031	1,914	0,621	2,628	0,009	
Hedonic Value "a Gift to my self" \leftarrow Individual Value	4,821	1,841	0,732	2,619	0,009	
Hedonic Value "extravagance" \leftarrow Individual Value	4,576	1,792	0,456	2,553	0,011	
Hedonic Value "Quality of life" \leftarrow Individual Value	10,377	3,827	0,925	2,712	0,007	
Social Status Value \leftarrow Social Value	1,000	-	0,871	-	-	-
Value Belong a Social Group \leftarrow Social Value	0,846	0,121	0,946	6,978	0,000	

Notes: $\chi^2/df = 2,271$, GFI = .854, CFI = .895, TLI = .884, RMSEA = .059.

In the case of Functional Value, the analysis of the trajectories revealed the value usability has a higher weight (beta = 0.976) , producing a positive effect on functional value . For the Individual Worth , this analysis showed that all values have a positive effect , and the hedonic value "quality of life " has the highest weight (beta = 0.925) .

Regarding social value , it appears that the value of a larger weight is the " Belonging to the Social Group " (beta = 0.946).

About Tailoring, on the total sample (362), 9.1 % (33) of respondents usually go to the tailor (Table 2) . These , most go to tailors of Aveiro (29%) and Porto (29%).

Table 2 – Tailor Clients

Do you use to go to tailor	N	%
Yes	33	9,1
No	329	90,9
Total	326	100,0
District	N	%
Aveiro	9	29,0
Coimbra	2	6,5
Guimarães	2	6,5
Leiria	1	3,2
Lisboa	2	6,5
Porto	9	29,0
Viseu	6	19,4
Total	31	100,0
Non response	2	0,6
Job	N	%
Senior management	8	24,2
Technicians and scientific professions	18	54,5
Average Professional Technicians	3	9,1
Administrative Staff	2	6,1
Workers , Craftsmen and similar worker	1	3,0
Unemployed	1	3,0
Total	33	100,0
Age	N	%
Less 25	2	6,1
26 to 35 years	8	24,2
36 to 45 years	14	42,4
46 to 55 years	9	27,3
Total	33	100,0
Sex	N	%
Male	17	51,5
Female	16	48,5
Total	33	100,0
Income	N	%
501 -1000	3	9,1
2001-3000	16	48,5
3001 -4000	5	15,2
4001 -5000	3	9,1
5001 or more	6	18,2
Total	33	100,0

Moreover, it seems that most clients work in technicians and scientific professions (54.5 %) and the majority (42.4 %) are between 36 and 45 years.

About the reason, we can see in Table 3, and most refer the high quality (23.3 %) and exclusivity (23.3%) These two reasons were also referenced by most respondents, in general.

Table 3 – Motivation (Go Tailor)

Motive	Client		Not Client	
	N	%	N	%
High Quality	7	23,3	82	23,5
Exclusivity	7	23,3	145	41,5
Status	-	-	6	1,7
Pleasure	-	-	1	0,3
Price	1	3,3	2	0,6
Aesthetics	5	16,7	13	3,7
Usability	4	13,3	22	6,3
Security/Trust	-	-	2	0,6
Other	6	20,0	76	21,8
Total	30	100,0	349	100,0
Non response	3	0,6	13	3,6

5. DISCUSSION

About the results discussion, we prefer to present the results, by dimensions: functional dimension, social dimension and individual dimension.

- Functional Dimension

The value perception for a luxury consumer and the reasons inherent in the purchase of luxury goods "depend on the financial, functional and individual brand of utility. The functional dimension of luxury value refers to the main benefits of the products and basic utilities such as excellent quality, rarity, excellent usability, reliability and endurance. Regarding the functional value scale, the KMO value obtained was 0.771, showing that there is an average correlation among the variables. The two factors defined for this dimension, usability and rarity, present Cronbach's alpha values above 0.7 revealing a reasonable reliability (Pestana & Gageiro, 2005).

With regard to the usability value: Consumers perceived the level of excellent usability for functional superiority values of a luxury product or service associated with the perception of positive functional value luxury value was confirmed. About quality, this factor was not considered, since Cronbach's alpha, a value considered unacceptable 0.313 seconds Pestana & Gageiro (2005). For the rarity factor, the factor weights ranging from 0.864 to 0.876, and explain 18% of the total variance, Consumers perceived the level of rarity, as an indicator of high exclusivity and Shortage / luxury service is positively related to the perception of functional value luxury.

- Individual Dimension

The individual dimension of luxury value focuses on personal consumer orientation, addressing the personal aspects such as materialism, hedonism and self-concept or self-identity (Wiedman, Hennigs & Siebeles, 2009). This statement is consistent with the above by Allerés (2000) "consume for yourself, for your individual, private pleasure, opt for a

desocializing consumption, is one of the most refined forms of ostentation and social distinction" (p.76). The five factors determined for this dimension, present Cronbach's alpha values above 0.7 revealing a reasonable reliability, except for the hedonic value "Indulgence" whose reliability is considered weak (Pestana & Gageiro, 2005). The factor weights for each of the items related to the factor 'value self-identity' vary between 0.569 and 0.825. The resulting factor explains 6.1% of the total variance.

About the self-identity value: Consumers perception perfect matching to the the level of a service / luxury product to self image or intend that this self image to be positively related to the level of rarity, as indicator of high exclusivity and scarcity of a product/luxury service is positively related to the perception of individual value of luxury value. The value 'hedonic' a gift to myself, " has factorial weights between 0.589 and 0.718, and explains 26.8% of the total variance. The value 'hedonic' extravagance ", has items with factor weights from 0.513 to 0.718, and explains 4.9% of the total variance. Finally, the items in the last factor called value 'hedonic' quality of life 'have factorial weights of 0.407 and 0.783, and this factor explains 8.8% of the total variance.

With respect to the hedonic value: Consumers perception the level of hedonism through a service / luxury product and their function to satisfy a desire to emotional sense gratification, the best possible, as being related to the perception individual luxury value .

In the case of 'factor value material', factor weights ranging between 0.437 and 0.848, and explained 13.5% of the total variance.

About materialistic value, we conclude that the level of materialism and consumer devotion to material needs and desires that are outstanding / common is positively related to the perception of individual an acquisition value of an asset luxury.

- Social Dimension

The social dimension of luxury value refers to the value perceived by the individual in the acquisition of products and services recognized by your group or groups such as ostentation and prestige that may significantly affect the propensity to purchase luxury goods products (Wiedmann, Hennigs and Siebels, 2009). Luxury brands, may be important for individuals in search of social status and social representation, which means that the social status associated with a brand, plays an important role in conspicuous consumption (Vigneron & Johnson, 1999; Wiedmann, Hennigs & Siebels, 2009).

About the scale social value, the KMO value obtained was 0.897, showing that there is a good correlation between the variables. Moreover, Bartlett's sphericity test is associated with a significance level of 0.000, showing that there is a correlation between variables.

Regarding he conspicuous value, the results confirm that the way consumers perceive the supreme conspicuity of a luxury purchase or service as a prestigious indicator or wealth is positively related to the social perception of luxury in the status demand consumers was confirmed.

For the second factor, value belonging to a social group, has a higher Cronbach's alpha to 0.7 revealing a reasonable reliability (Pestana and Gageiro, 2005). The factor weights of the items that make up this factor varies between 0.512 and 0.854, and explains 10.9% of the total variance. Overall, the two factors explain 59.1% of the total variance.

With regard to the prestige value in social networks: The way consumers perceive the high prestige of a product or luxury service, as a symbolic representative of belonging to a group of your reference is positively related to the perception of luxury social status in demand from consumers, has been confirmed.

Now, we will go to present the results about tailoring, by the point of the view of consumers and tailors.

1. The Portuguese tailoring: Tailors versus customers

In the case of the Portuguese Tailor, our research aims to explore some aspects of the reality of the Portuguese tailoring to obtain inferences that allow us to contribute to the understanding of that reality.

About, the perceptions of the Portuguese against the demand from tailoring service, we conclude that the reasons for the search of tailoring service are: exclusivity (40%), high quality (22%), tradition (7%), usability (6%), personal satisfaction (6%), confidence (6%), aesthetic (4%), other reasons (3%), status (2%), price (1%) and security (1%).

With respect to the buying motivations, analysis of the trajectories of the factors revealed that functional value has the highest weight ($\beta = 0.983$), yielding a positive and statistically significant effect on the luxury value. Second, place the value with higher weight is the single (0.882), and the Social Value is the one with less importance to the Luxury Value.

The tailoring is a distinct, unique and limited service and tailor the representative of that service, and a single product and quality. These are in the background marks the sartorial tradition. Because they work very handy, "each piece we make is a jewel" (EA17), and not all people can walk with jewelry.

Under this study, we can say that the customer tailoring service, represents 9% of the sample and seek tailoring service in Aveiro (29%) and Porto (29%). Most lies in the age group between 36 and 55 years of age (about 70%). Most tailors clients are specialists in intellectual and scientific professions (54.5%) Most tailors customers dealing with this for superior quality (23.3%) and exclusivity (23.3%) they provide. These two reasons were also referenced by most respondents as to why people, in general, seek the tailoring of services. In fact, 41.5% of respondents refer to exclusivity as the main reason and 23.5% of respondents refer to superior quality.

6. CONCLUSIONS

The majority of consumers no longer buy just for the pleasure of buying and it is important to realize that these changes are emerging in consumer behavior. Knowing the consumers and their perceptions and purchase motivations is crucial and be aware of these changes that arise as well. In general, the crisis was not felt in luxury market, however the motivations have been changing. Consumers are wondering about the reason for which purchase the goods and the crisis intensified this trend (Bellaiche, Mei-Potchler, & Hanisch, 2010). A change that has emerged is that consumers not seek in luxury products, the status, but understand the acquisition of these as an investment.

The hedonic motivations, associated with individual pleasure, have always been associated with luxury (Vigneron, 1999). It is necessary to create a bond with consumers because it needs to find meaning in their purchases (Salmela, 2010). Older clients should not be overlooked, since most luxury customers, is aging. Most consumers with more than 60 years in Western countries, are in good physical shape, life expectancy is long and are used to purchase luxury goods.

Consumers are more aware, that is, the tendency to impulsive shopping, you can not go back and the fact that there was a negative trend towards consumption, which makes people almost have to find an excuse to purchase certain products (Bellaiche, Mei-Potchler, & Hanisch, 2010).

In the original model Wiedmann, Hennigs & Siebels (2009) the functional value consists of three dimensions: usability, rarity and quality. In the model presented by us, the functional value dimension is composed of the factors usability and

rarity. The value usability has a greater contribution to the luxury value, than the rarity value. The functional value has the most weight, yielding a statistically significant positive effect on the value and luxury. This conclusion was the same as the authors, to the extent that luxury is not presented as an accessory, but as useful, and that brings value to life (usability) and the results emphasized the rarity and exclusivity of a product / service, as support luxury perception.

Conclusions - Tailoring

The tailoring is an ancient profession, traditional and passes from generation to generation. Each piece is made is unique and can be likened to a jewel. The vocation, the way and the like are essential for revenge in this profession, combined with refinement.

From the point of view of tailors, customers looking for quality, tradition, customization, exclusivity, and sometimes the fact are associated with a living state, an experience that goes from the choice of fabrics, linings and details. Tailors create a family connection with the customers, and managed to keep the privacy and discretion. Here seems to be the bridge between tailoring and luxury, more consumers look being, than to have it. The shift to experiential luxury is increasing spending on luxury experimental represent more than 55% of the total, luxury shopping (Bellaiche, Kluz, & Mei -Pochtler, 2012). The tailor service, can constitute, an experiment, that does not end only with a visit to the tailor, involves a whole ritual, from the choice of fabrics, the take the measures, evidence and finally, the act of collecting the suit.

The tailoring is a distinct service, exclusive, restricted and the tailor is the representative of that service, and it's single product and quality. The success of this service may pass by the fact that tailors keep the tradition through the craftsmanship, the personalized experience and intimate and friendly atmosphere.

We observed that 67% of tailors have extension service, or offer their customers, accessories, shoes, shirts and / or store service. This may put the tailors in the luxury route, as it was found that the clothing sector represents about 25% of luxury goods sales, worth 54 billion sales (13% women and 12% men and accessories represent 28% of sales in the amount of 61 billion sales (Berghaus & Muller - Stewens, 2014).

Tailors are internationalize, which means that they can survive this crisis settles.

54.5% of tailors clients are specialists in intellectual and scientific professions, such as politicians, business managers and professions related to law (lawyers and judges).

About the age, clients are above the age of 40, that is referred by tailors. Again, these data are confirmed, with the data obtained by questionnaire, as 42.4% of tailor's customers are aged between 36 and 45 years old.

The tailoring is a luxury, accessible only to a few and also due to aesthetic pleasure, that is the personal taste of dressing well, be well dressed, adjusted to body, made to measure. Here it turns out, that the functional value dimension of luxury, fits this feature, which is presented as the main reason, the demand for the luxury service, identifying this service as a luxury service, accessible to few, but where the functional value dimension is necessary, while perception of tailoring, as a luxury service.

Limitations and suggestions for future research - This study has some limitations that can and should be taken into account in future research on this topic. First treated is a study applied to a specific case: the luxury market in general and the tailoring industry in particular. Is that the same results would remain in other companies in other sectors? A second limitation has to do with the sample tailors clients (about 9% of respondents) is reduced. The questionnaire was administered to nationally and internationally via the Internet. Despite the attempt to get the questionnaire to two types of specific groups: politicians and lawyers, by the National Assembly and of the Bar Association, there were no positive opinion, so we decided to apply to the general population. Another limitation is the fact that it is a study based on

perceptions of consumers on luxury consumption, but because there is no consensus on the definition of this concept could lead to different interpretations by the respondents.

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Fashion Design as Entrepreneurship: New Challenges and New Opportunities

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Abstract

After concluding a Fashion Design course, fashion designers may choose many different paths for their future. Some will start as intern in a fashion-related company, as others will be able to get a job in the fashion industry and others will even chose to boost their academic experience and pursue with another degree. Many of them would only picture themselves creating their own business down the road, many years of experience later, but how about the ones who chose to take the opportunity to become entrepreneurs? As new challenges related to the creation of new businesses in the fashion design industry are appearing, this study seeks to focus on these people. How are these fashion related companies made? Which reasons led these people to take a chance on their ideas? What characteristics did they need to start their own company and what difficulties did they find on their way to success? These are some of the aspects that will be observed. As the Fashion Industry continues to grow, it is important to observe those who perceived new necessities and took the opportunity to create a solution using their mutli-disciplinary profile to grow a fashion-related business, as the industry is hungry of new technologies and development. This study follows success cases for fashion related brands, as an attempt to understand the reasons behind their achievements.

Keywords

Fashion Design, Entrepreneurship, Fashion Business.

1. INTRODUCTION

Considering the multiplicity of professional outcomes in the fashion design industry, in Portugal and abroad, and also observing the evolution of the market and the society, a new paradigm has appeared in the textile and clothing industry. Although every year in Portugal, thousands of students decide to start a college degree after high school, dreaming about a successful future in the field they are interested in, the number of students that actually start a college degree has reduced throughout the years following the economical crisis, but also because many could not afford tuition fees and felt the need to become financially independent sooner (DGEEC, 2014). For those who feel the need to increase their academic knowledge, the choice is vast, however, courses with high employment rate are not always the ones that students chose for their future¹ since many of them still want to pursue their dreams and make decisions by heart.

Focusing on fashion design degrees only and observing data released by the Portuguese General Direction of Superior Education (DGES), in the last academic year of 2014/2015, 131 openings were made for new students in fashion design Courses throughout the country, however, these numbers only consider degrees delivered by public universities and entitled "Fashion Design". After concluding their degree and this first step in fashion design, another decision comes in the way: to proceed the academic formation with a master's degree or trying to make it in the fashion related job market.

As the economy still suffers stagnation and in a very competitive market, many difficulties come in the way of freshly graduated people (Kozar & Connell, 2014, p.1). Even if it is not a choice for students, most of the time, to risk it all to enter the job market, the ones who end up taking a chance can mostly count on their former teachers, who can help them in the job seeking process and even influence it (Kozar & Connell, 2014, p.10).

With the application of Bolonha in 2006, the country has seen many more students entering college courses with an augmentation of 12.000 more students in 2007², comparing to 2006, but also implicating changes in the academic formation of the students. As Bolonha was implemented in a continuity logic, masters' degrees are strongly recommended by superior institutions (Sousa, 2015). However, the unemployment rates have also suffered alterations since the application of Bolonha in Portugal. Taking as an example the year of 2006, corresponding to the implementation of Bolonha, Portugal was counting 448.736 unemployed people, and 3 years later, which corresponds to the normal length of a Licence degree since Bolonha, 510.356 were unemployed. The implementation of Bolonha has brought depreciation of the Licence Degree and its preparation for students, as well as the necessity to specialize knowledge after a Licence Degree (Vieira & Marques, 2014, p.90). To specialize this acquired knowledge, students will need to collect new aptitudes.

These skills should be acquired and refined throughout the academic formation, and should also be a part of the pro-activity and creativity baggage that a fashion design student should have to make a difference in a very competitive market, as well as referred by Black, Freeman & Stumpo: "Most educators would agree that the development of creativity is a crucial part of an apparel design curriculum and an essential component in the success of students. In the face of ever-changing global apparel industry there is a demand for creative graduates" (2015, p.131).

In Portugal, the Fashion Industry has encountered a series of particular challenges, in a way that its importance for the country is strategic, more specifically because of the development of clusters since the 1990's (Porter, 2002). These clusters were related to wool manufacturing, textile development, knitting and the footwear industry (Amaral, 2015). However, with the economic crisis that stroke globally in 2008, the situation analyzed and planned by Porter in the 90's was completely altered, as it was considered that "20 years after the Porter Project, the country is rather worse in terms of international competitiveness" (Bom, 2012). However, it is important to state that "the fashion industry is somehow always in crisis, since it is a very unstable and unpredictable sector, responding to many exterior factors related to politics, economy, society and culture, the global market for fabrics and raw materials, as well as the constant mutation of fashion, consumerism and lifestyles" (Vaz, 2014, p.15)

¹ Comment made by then Minister of Education and Science of Portugal Nuno Crato about courses like IT Engineering in 2014, as only 22% of openings were taken in the 1st phase of college appliances. Information available at: [url]
http://economico.sapo.pt/noticias/crato-diz-que-ha-ajustamentos-a-fazer-nas-engenharias_200959.html

² There were 49,007 college applicants and 61,389 in 2007 according to the Direção Geral do Ensino Superior, Available at: [url]
<http://www.dges.mec.pt/estatisticasacesso/>

The Portuguese association of Textiles and Clothing (ATP) underlines the importance of entrepreneurship as a new way to improve Portuguese Fashion dynamics and also “those who take initiative in daring to take risks and living a project like an adventure” (ATP, 2014, p.56) as these people should be encouraged and backed-up by those who know the theory and have the entrepreneurial experience necessary for them to follow their steps. Following this quote by the Portuguese Textile and Clothing association, but also resulting from the idea that there is a necessity to encourage fashion related projects, it is important to observe the reality of entrepreneurship and entrepreneurial opportunities after a degree in fashion design. For that matter and after considering the multiplicity of potential ways to enter the market as a young fashion designer, it seemed important to observe new companies, made to help these young fashion designers to create their own brand. For that matter, interviews will be used to identify and register various testimonies of the people within the Portuguese Fashion Industry.

2. METHODOLOGY

Since the main purpose of this study resides in observing new solutions that aim to help young fashion designers to create their own brands or projects, it seemed important to start with a general view of the solutions that can be already found on the Portuguese market. Starting with solutions created by already existing fashion related companies, or entities that aim to create more entrepreneurs in Portugal, this research will give an overview of what is happening in this domain. To give an even more internal insight of these new platforms and projects that are being created, exploratory interviews will be held to know more about these ventures and who created them, in an attempt to understand the motivations and the vision that comes with it and observe the whole picture (Creswell, 2003). Exploratory interviews will be the main tool used for this study, as they take part in the qualitative methodology, used in this research, and help in developing, on a limited scale, insights, directly from the interested parties (Kothari, 2004). After this first part, another type of entrepreneurs will be explored, as three very different projects will be observed, joined by more exploratory interviews to understand these projects better. Finally, this study will attempt to comprehend these new entrepreneurs as they use their multi-disciplinary profiles to create fashion-related businesses, or help in creating them.

3. FASHION ENTREPRENEURSHIP

3.1. NEW OPPORTUNITIES IN PORTUGAL

The Portuguese government made it a priority to take care of youth unemployment, following for that matter the political decisions of the European Commission. This particular European organism approved, in the last few years, a couple financings to reinforce the creation of employment incentives for young people (Martins, 2015b). On the business' side, a few similar projects with the same goal have appeared, some of which are directly targeting the Textile and Clothing Industry. This is the case of an initiative called “Technology, Innovation and Initiative Program” (TII), created by Microsoft Corp. and the Portuguese Centre for Textile and Clothing (CITEVE), that aims to give an impulse to the market of textile and clothing (PR Newswire, 2006).

Even academic institutions such as Universities have tried to found new ways to expand and stimulate the entrepreneurial activities of their students, considering it one of the main objectives to reach for the next few years, as well as the always approximation of the Universities with enterprises (Cruchinho, 2009, p.246).

In Portugal, many are the contests and scholarships which students can apply to with their projects (Souza, 2010, p.82). The creation of these ventures reinforces the idea of teaching young designers to use design tools and methodologies not only for them to be able to work in the field but also create new ways to research and investigate new resources that could potentially be used as new instruments (Evans, 2011).

These contests are backed up by institutions that can also have their own initiatives for youth entrepreneurship initiatives, as it is the case of the National Association for Young Entrepreneurs (ANJE). This particular association supports different models for the creation and development of new ideas and is helped by the Employment and Professional Formation Institution (IEFP). Although the focus of this study does not

refers all the existing initiatives promoted by this and others associations³, it is important to refer one particular venture, related to this study and sponsored by ANJE. Portugal Fashion is a project that the association promotes in collaboration with the ATP and whose strategy resides in potentiating our image to the exterior, associating the country through fashion concepts, innovation, irreverence, design and entrepreneurship⁴ as it can be read on the website of ANJE⁴.

Created in 1995, this venture has taken a very important place in the history of Portuguese Fashion and more recently, with “Bloom” a platform created in 2010 to impulse and introduce young fashion designers in a “more informal, urban and multi-artistic ambience”, as described by the organization⁵.

Of course, this particular venture is not the only one to promote young talents in the fashion industry, since other Portuguese institutions related to fashion have also launched their own platform for young fashion designers, as it is the case for Moda Lisboa (Lisbon Fashion Week) with its “Sangue Novo” project created in 1992 or even Modtissimo⁶ and its contest called “Jovens criadores PFN”⁷, created in partnership with the Portuguese Fashion News⁸ project, created to reunite Portugal’s main textile cities, in an attempt to facilitate partnerships between textile and clothing businesses and reinforce Portugal’s Fashion Industry.

Following a logic of research and results through exploratory interviews, these three organizations (Bloom, Sangue Novo and Jovens Criadores PFN) were contacted in order to obtain insights of their ventures in an attempt to understand their motivations. However, and at this stage of the research, only one responded to the interview. Manuel Serrão is head of the organization of the contest “Jovens Criadores PFN” and defines this project as “a will to involve stakeholders, young designers, institutions and the public in general”. The contest aims to “create proximity between Fashion Schools, promote their creativity and show what Portugal has to offer in terms of textile and clothing”. The entrepreneur also reinforced the idea that “participating to these kind of projects can not only promote creativity but also create a network between young designers and national fashion businesses” however, he considered that “the creation of a new fashion business requires many other tools for the creative process to work”, as he also considered that “many designers have started their own business and careers with these kinds of contests”.

Considering entrepreneurship, Serrão stated that “In Portugal, things have changed thanks to the dynamism of young designers, who have contributed to a new identity in the Portuguese fashion scene”. In the exploratory interview, Serrão also confirmed that “Many young designers have the baggage necessary to become good creatives, however many of them do not have the requirements in terms of management, failing their entrance as entrepreneurs”, and justifies “the need to increment their formation in the business and entrepreneurial areas”.

3.2. INCUBATORS AS A NEW SOLUTION

Throughout the research phase, another type of project has come to one’s attention. Creative hubs have been created in major cities in Portugal, but also in locations that have a tradition of textile production and are considered references in the textile industry. For that matter, Margarida Carronda has responded to the exploratory interview, in order to give insight of the project “Incubadora de Moda e Design” (Fashion and Design Incubator), created by the “Fábrica Santo Thyrsó”, in Santo Tirso, Portugal. The project has not only created a new interaction between the industry and designers, but has also given a new impulse to the geographical area, giving space for start-ups to grow, and for creative projects to develop.

The incubator has also been considered a model by both ATP and ANJE, since the Fashion cluster of Portugal has yet to evolve and projects like Santo Thyrsó’s have made promising steps to give the country a new impulse. When asked if an entrepreneurial formation is essential for fashion designers when they want to create a project, Carronda responded that “the designer’s formation should already have an entrepreneurship component”, she also added that “learning is a lifetime project and is essential throughout people’s lives”. Carronda also admitted that the incubator has received many projects, aiming for a spot in the

³ All initiatives and programs sponsored by ANJE are available on the association’s website at: [url] <http://www.anje.pt/portal/anje-projetos>.

⁴ This description of Portugal Fashion is available at: [url] <http://www.anje.pt/portal/anje-projetos>

⁵ Description available at: [url] <http://www.portugalfashion.com/pt/bloom/sobre-o-bloom/>

⁶ More information about Modtissimo available at: [url] <http://www.modtissimo.com/>

⁷ Portugal Fashion News and the contest information available at: [url] http://www.pofc.qren.pt/ResourcesUser/2012/Sintese_PortugueseFashionNews.pdf

⁸ More information about Portuguese Fashion News available at: [url] <http://www.portugueseefashionnews.com/gca/?id=3>

incubator. To be exact, Carronda stated that a total of 52 projects were presented, with only 7 of them making it to the final selection. These 7 ventures had the opportunity to gain a new workspace in the incubator, and after 6 months, would have to be evaluated again to see their improvements. Carronda admits that after this time-period, most of the incubated projects had not reached their goals. Carronda also concluded that the incubator was still in a starting process and needed to re-orientate its goals and strategies in the future in order to “be prepared for new challenges to also respond to those who trust us in the first place”. The idea that entrepreneurship can save the Portuguese fashion industry from stagnation has also been made clear, as 60% of Portuguese people under 35 years of age think that anybody can learn to be an entrepreneur (GEM, 2014). In a country where 46% of people think that people are born with entrepreneurial skills⁹, many are the projects involving entrepreneurship and fashion.

3.3. INTERNET TOOLS AND PLATFORMS

Passing on to the other type of institutions promoting young designers, and leaving behind the ones that have just been witnessed, it is essential to observe a new kind of businesses, that aim essentially to promote young fashion designer with a main objective: the creation of their own brand. These new platforms have taken the industry by storm as they understood the necessity to promote young designers and create a more participative and fresh way to give a name to young designers, frustrated with the paradigm of the “family enterprises where priority and management always come in between, prejudicing the efficiency that can be fatal for their own continuity as business ventures” (ATP, 2014, pp.46-56). Since these new venture were created to contradict the Portuguese traditional industry, it seemed important to understand where these new platforms came from, who created them and in which purpose as well as what they can actually do for young fashion designers.

For this particular phase of the study, only three projects were considered, since each is very different, even if their goals follow the same path. These three different platforms were also chosen because of their particularities and since they cover a wide range of platforms and projects that can be found for this particular matter.

“Minty”¹⁰ is a platform that has came to one’s attention during the research phase, since it was referred as “The New National Fashion Platform” by the magazine “Lifestyle Sapo”¹¹. Created by Ana Cravo and João Figueiredo, “Minty” is described as a project that “seeks to promote globally young national designers” (Costa, 2015). Both from Aveiro, these two entrepreneurs and founders of the platform wanted to reunite emerging talents of the national fashion industry and promote their collections, selling also directly to the public through the website.

In the interview made to the co-founders of “Minty”, it appeared as relevant to comprehend how are the decisions made, since the designers promoted by the platform are selected, in an attempt to understand what particular profile the founders would accept to promote. The founders began to explain that their idea appeared after they started to feel the lack of support by institutions and the difficulties that young fashion designers had, after their degree, but most of all, the total absence of physical spaces for their exposure. From that point, the main goal of this platform is clear and stands for the creation of a stage that would promote these young talents and make them visible to the public’s eye”.

However, this particular mission must respect some criteria, since the founders have made it very clear that “the integration of new talents must obey a very meticulous selection of candidates.” The criteria for the acceptance of new designers have to do with the quality and relevance of their work, since they have to “present their work at least in one of the main runways of the country”, subsequently they also have to develop a very constant and qualitative work as designers. The pair of entrepreneurs also reinforce the idea that the “platform has different offers for a diversity of market niches”. On their website, names like “Susana Bettencourt” who has already worked for Lady Gaga or “Meam by Ricardo Preto”, “Ceslo” who is a hat designer or “Rasto” with a line dedicated to the urban cyclist are a few of those presented.

Throughout this exploratory interview, but also through the analysis of the project itself, it can be learned

⁹ Data available on the 2014 GEM global report at: [url] <http://www.gemconsortium.org/report>

¹⁰ The platform “Minty” is available at: [url] <http://minty.pt/>

¹¹ Article available at: [url] <http://lifestyle.sapo.pt/moda-e-beleza/noticias-moda-e-beleza/artigos/minty-a-nova-plataforma-de-moda-nacional?artigo-completo=sim>

that “Minty” inserts itself in a promotion logic and in the projection facilitated by the online divulgation, following a B2C logic, since the website also allows online purchases, where the items are directly sent from the designer’s workshop.

Another high point resides in the fact that the platforms wants to promote young emerging designers, nevertheless, their level of qualifications is a must, as well as their level of recognition by the public, making it very difficult for young designers to gain access to the platform. For that matter, the study of this particular projects seems to underline the fact that “Minty” does not promote only young designers, but on the contrary, “aggregates emerging talents and consecrated fashion designers” as referred by the co-founders. In this context, the idea that the website promotes mainly designers who already have made a name for themselves could be related to the fact that the platform also needs visibility, since those designers already have a public and could create their own brand without the help of platforms like this and without having to share the gains from their sales. However, the answers given by the founders made clear that it is a strategic move, since the idea was “to create a platform of reference for the customer and promote the first fashion cluster of Portugal, inexistent until now”.

Minty is not the only platform that aims to promote young fashion designer. During the research and investigation for this study, another project from Portugal has come to one’s attention, since the main goal is similar as Minty’s, but the approach made on the problem is much different from the one made by the pair from Aveiro. In the March 2015 edition of *ModaLibsoa*, a new project called “AwayToMars”¹² was presented. In an article published by the newspaper “*Público*”¹³, the platform, created by designers Alfredo Oróbio and Carlo Valentini was presented as a purpose to “review the creation process, contest the actual model of fashion that puts the creative director on a pedestal, almost in a dictatorial position” (Cardoso, 2015). The founders of the project had the idea to promote a new working method, more participative and collaborative, that can benefit both creators and consumers, since the project wants to “give people total control over the value chain, building a fair and strong relationship”¹⁴.

On the website, it can also be read that AwayToMars is “made by the community for the community” and wants to “offer a new customer’s experience, focused on creating a collaborative community”. In a more practical terms, this venture follows the logic of the crowdfunding, more precisely, everyone can propose a design to the community, and after its publication on the platform, the public can decide to back up the design or the idea with money, until it reaches a complete funding. After that, the product will be developed and people who backed the project will have access to it with a discount through the online store available on the website.

This particular project not only promotes a co-creational environment but also provides a new fashion service, making it possible for anyone to share ideas and, maybe, see these same ideas becoming real or in other words “anybody in the world who has good ideas but can’t create them because they do not have the tools” (Cardoso, 2015, p.34). Following the proceedings used for the interview for Minty’s creators, an exploratory interview was also send to the founders of AwayToMars, unfortunately, until this date, the founders have not replied.

After these two very different examples, it seems important to observe one last model, similar in its objectives and motivations, but on an international level, since both Minty and AwayToMars are Portuguese based projects. For those reasons, this study had to approach a crowdfunding-based model applied to fashion. After many research, Luevo, a crowdfunding platform for fashion goods seemed to fill the spot.

Created in March of 2013, Luevo is composed by a team of Marketeers, Management and Social Networking specialists, with particular focus on Ana Caracaleanu, CEO and co-founder of the company. The idea behind Luevo is to promote fashion design projects through crowdfunding, however, at this moment, the platform does not accept anymore projects and justifies that matter by the need to take special care of the projects that already are endorsed by the business. An article resulting from an interview made to Caracaleanu, published by the Huffington Post explained that the website can also be considered as a platform for suggestions and ideas, in a way that the platform also presents suggestions of books, article, reports and other solutions, some of which being free. These solutions have for main goal to help and guide fashion designers who want to create their own business (Dunn, 2014). Among other services, the platform also avails

¹²More information about the Project available at: [url] <http://awaytomars.com/>

¹³ Article available at: [url] <http://www.publico.pt/culturaipsilon/noticia/um-site-que-nos-ajuda-a-ser-designers-de-moda-1689188>

¹⁴Statement and more information available at: [url] <http://www.awaytomars.com/about-us.php#manifesto>

business and marketing plans, following the idea that “A business model can be viewed as a template of how a firm conducts business, how it delivers value to stakeholders (e.g., the focal firms, customers, partners, etc.), and how it links factor and product markets” (Zott & Amit, 2010, p.222).

To summarize and conclude this study of the many solutions existing on the market, it is important to understand how important it is for designers to have access to tools such as business plans or marketing plans and entrepreneurship in general, and contextualizing them for fashion related businesses, as referred by Carlo Raffo, Andy Lovatt, Mark Banks & Justin O'Connor, as concluding their study made for entrepreneurs and fashion designers: “Formalized training and support that was de-contextualized did not appear to assist business learning and understanding among cultural entrepreneurs” (2000, p. 362). If Luevo appears at first glance, as a good initiative to help fashion designers to create their own businesses, the fact that the platform is in a “stand-by” status has made it difficult to learn more about the project.

Nevertheless, these three projects seem important to follow in the future, as their evolution on the market and the addition of other similar projects could highly beneficiate the fashion industry. Some of the platforms were created in order to change the actual paradigm of professional outlets related to fashion design, since it is highly important to create ways to insert young people in the job market and develop their capacity in order to innovate through design (Pinheiro, 2009). Therefore, there is a necessity to create solutions that help promoting innovation, but it is also fundamental to elaborate new business models that will help its creators to provide from these innovations (Teece, 2010, p.172).

4. FINAL CONSIDERATIONS

The main goal of this study was to focus on the existing solutions that can provide help for young fashion designers, in order for them to create their own business. After contemplating the multiplicity of offers available on the market, mainly in Portugal, it can be concluded that there are several different types of institutions, groups of people, or individuals, trying to create new platforms that can assume many models. These models can be identified as fashion contests, incubators, creative hubs, online websites, crowdfunding platforms etc. The study also made clear that Portuguese people consider entrepreneurship as a powerful solution to improve the fashion industry, as well as the idea that many associate entrepreneurship as a skill that can be learned with the right formation. Throughout this study it was also possible to understand where these fashion entrepreneurs are coming from, since their motivations are based on the idea that the country has the possibility to invest even more in the fashion industry, making the “Made in Portugal” tag fashionable internationally. Other projects like AwayToMars or Minty are based on the idea that the current fashion industry does not provide the tools for young designers to create in a good environment, as well as the lack of fashion-related platforms for them to succeed after their degree. This idea also comes with the fact that Portuguese textile manufactures are mainly family enterprises and respect a very old-fashioned and traditional strategy, impeding their own growth, and further than that, leading these family businesses to failure. As young Portuguese continue to enter fashion courses massively, many of them dream of a successful career in international fashion design. However, with the current economical situation and as the Fashion industry can be considered as overcrowded, the question of fashion entrepreneurship still remains essential.

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A Análise SWOT aplicada ao Branding Territorial: estudo da metodologia TXM aplicada à marca turística de Florianópolis

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Resumo

O artigo apresenta a aplicação da ferramenta de análise SWOT no projeto de construção do Branding Territorial de Florianópolis com o objetivo de avaliar a cidade como polo de turismo e subsidiar a geração de estratégias futuras. A análise foi construída com base em um levantamento de dados a partir de entrevistas, depoimentos e interação nas redes sociais, que envolveram moradores, empresários, representantes do governo e de organizações ligadas ao turismo para entendimento dos fatores internos e externos da cidade. Esta ferramenta é parte importante do aspecto cocriativo da metodologia TXM Branding, aplicada ao projeto de desenvolvimento da marca turística de Florianópolis, que tem como um de seus embaixadores o conceito de Brand DNA, onde ocorre o envolvimento dos formadores de opinião e decisores da marca ao longo de todo o processo. A análise SWOT fundamentou a posterior definição do propósito e do posicionamento da marca, etapas que alinharam o DNA da cidade com a estrutura da sua comunicação, delineando a sua intenção perante ao mundo, o seu público-alvo, os concorrentes e o processo de *Naming*.

Palavras-chave

Branding territorial, cocriação, SWOT, DNA da marca, posicionamento.

1. INTRODUÇÃO

O branding territorial é um campo de estudo recente e que tem apontado cada vez mais para a criação de marcas de lugares que ultrapassem o cenário de competitividade global e que sejam capazes de envolver e cativar a comunidade no engajamento em discussões e ações para o seu próprio desenvolvimento. As novas marcas territoriais aplicam métodos de pesquisa e ferramentas que tornam seus participantes mais que fornecedores de dados, mas agentes colaborativos e criativos do processo de criação e manutenção da marca. Em busca de uma representação autêntica do lugar, a participação desse público interno é fator decisivo no entendimento e formação da identidade. Para tanto a interdisciplinaridade em branding, e especialmente na área de branding territorial, tem emergido novas combinações de abordagens, métodos e ferramentas buscando processos mais dinâmicos, democráticos e profundos.

Uma das clássicas ramificações da área é o Marketing, que prevê as atividades de planejamento e estratégias da marca. A Análise SWOT é uma ferramenta proveniente do Marketing que tem como função a análise dos ambientes interno e externo à uma organização. Após identificados, os dados são analisados para defini-los como forças, fraquezas, ameaças e oportunidades, e serem utilizados na elaboração de estratégias. Tem sido constatado que a aplicação da ferramenta no processo de Branding é importante para maior entendimento sobre a marca à ser construída e o desenvolvimento de um DNA de marca com conceitos fiéis à sua essência.

O presente artigo relaciona as temáticas branding territorial, DNA de marca e Análise SWOT na construção de marcas de lugares a partir de uma pesquisa exploratória delineada com o estudo de caso do desenvolvimento da marca turística da cidade de Florianópolis, com o objetivo de elucidar a contribuição da ferramenta SWOT ao branding.

2. BRANDING TERRITORIAL, DNA DE MARCA E COCRIAÇÃO

Os últimos anos têm trazido um número crescente de marcas territoriais, especialmente de cidades, indicando a concorrência na busca de investidores e visitantes, mas principalmente moradores, jovens talentos e empreendedores que contribuam para o desenvolvimento destes lugares.

O território é um objeto de estudo complexo e para representá-lo de maneira autêntica deve-se considerar os seus significados culturais, físicos, históricos, econômicos e turísticos, assim como as experiências da sua comunidade, a qualidade dos serviços e suas potencialidades (WARKEN, 2015). Muitas das marcas territoriais encontradas atualmente não possuem um projeto consistente de branding. Os motivos percebidos são múltiplos: falta de interesse da administração pública, morosidade do processo pela complexidade do território, tradicionalismo na gestão, falta de especialização de profissionais voltados para branding ou marketing territorial, etc. Simultaneamente, marcas de cidades como Amsterdam (2004), Viena (atualizada em 2010) e Bolonha (2012), e mesmo de regiões como London Bridge Area (2014), tem sido desenvolvidas com apoio público e ganhado destaque, apontando e consolidando o envolvimento dos diversos agentes no processo de branding através de métodos investigativos como questionários, entrevistas e grupos de discussão, para conhecer intimamente o território, o seu DNA.

No contexto de branding, o conceito de DNA de marca vem sendo usado por Nworah, Kapferer, Kotler e Gomez definindo uma representação autêntica da identidade organizacional para que atinja sua máxima diferenciação e competitividade de mercado. Este DNA deve estar conectado com as necessidades e aspirações do público-alvo, que irá ouvir as promessas da marca e validá-las como sua própria autodefinição, através das experiências oferecidas. O DNA da marca é constituído por um conjunto específico de memes (DAWKINS, 1989) - assim como os genes no DNA dos seres vivos - que são propagados de cérebro para cérebro e podem influenciar as percepções e valores do público. Para reconhecer e alinhar a identidade de marca, que nada mais é que a visão projetada do seu público interno, é necessário engajá-lo na compreensão dos aspectos intangíveis que a permeiam (personalidade, valores e emoções).

Portanto, para entender o DNA da marca territorial, a participação torna-se uma ferramenta fundamental que permitirá atingir as expectativas sobre ela e torná-la reconhecível, uma vez que comunidade e território são indissociáveis, possuem uma relação de influência constante. A complexidade da marca territorial, que envolve um grande número de *stakeholders*, preconiza a cocriação entre gestores públicos, moradores, empresários, além de profissionais e formadores de opinião dos diversos setores do território, desde o início do processo de branding, na constituição da base informacional e conceitual. Desta forma, a marca territorial

é criada de dentro para fora, com o público interno responsável e entusiasta do processo, facilitando a posterior adesão e comunicação da identidade para os demais públicos.

Branding enquanto área interdisciplinar, que tem influências especialmente de Design, Marketing e Publicidade, é capaz de agregar ferramentas importantes para a gestão adequada e contínua das marcas, desde a concepção da identidade, passando pela marca gráfica, até a estruturação de estratégias a curto, médio e longo prazo. Uma destas ferramentas, consagradas pelo Marketing e Administração no planejamento estratégico organizacional, é a Análise SWOT. Ela permite o entendimento dos fatores internos e externos à marca e de como eles interagem, potencializando-se ou anulando-se, para a tomada de decisões estratégicas sobre o seu desempenho e objetivos.

3. ANÁLISE SWOT

A análise SWOT é uma ferramenta que tem como função o mapeamento e análise do ambiente em que a empresa se encontra, onde existe e opera, que pode ser dividido em interno (condições internas de uma organização) e externo (condições ambientais que envolvem a organização). (CHIAVENATO, 1994, 2001) A sigla SWOT vem do inglês e significa Forças (*strengths*), Fraquezas (*weaknesses*), Oportunidades (*opportunities*) e Ameaças (*threats*). A análise é importante para sintetizar uma ampla gama de informações e ajudar as empresas na transição para um foco estratégico, sem a necessidade de treinamento demorado, habilidades técnicas ou grande investimento para ser utilizada com sucesso. (FERRELL; HARTLINE, 2010, p.127-137)

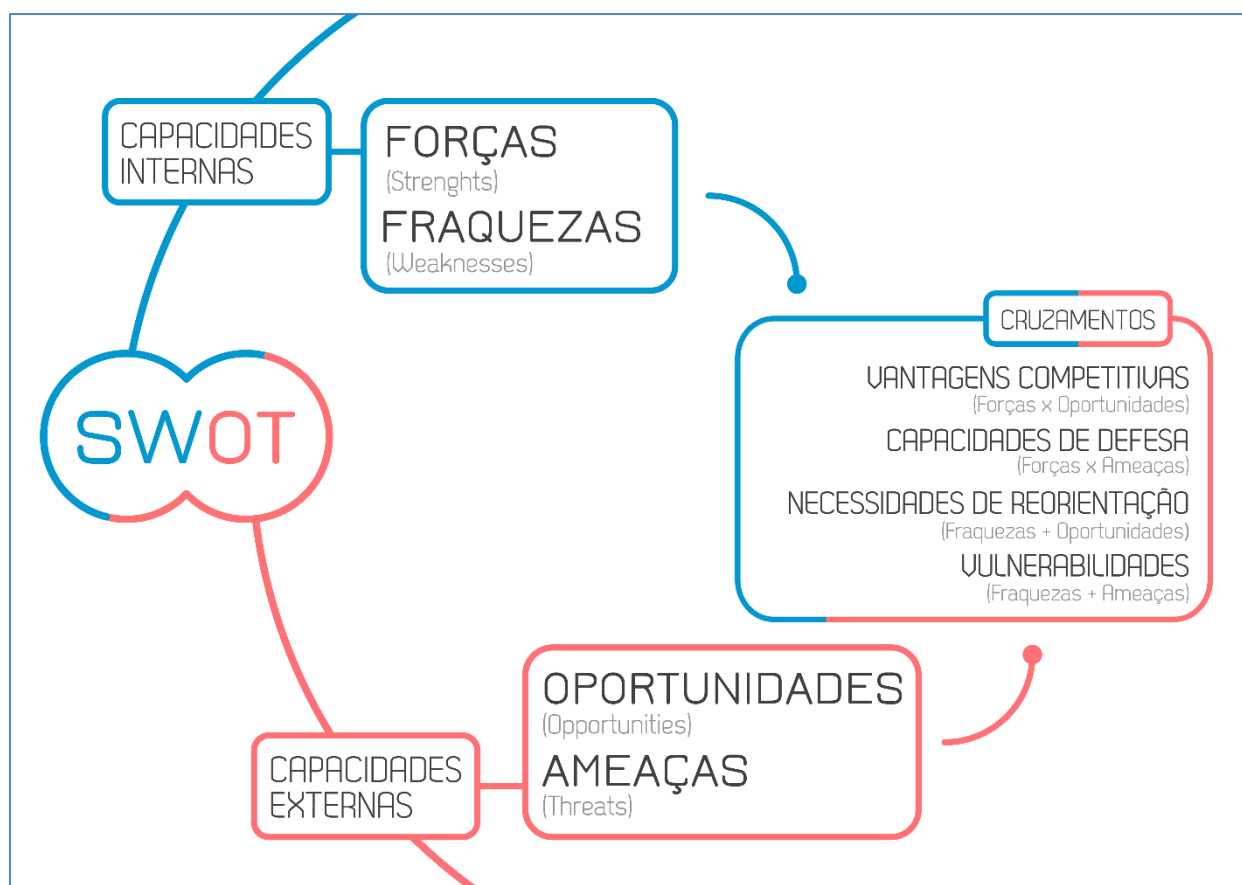


Figura 1 – Análise SWOT

Durante a verificação do ambiente interno de uma empresa, é necessária a realização de uma avaliação crítica de seus objetivos, estratégias, desempenho atual, disponibilidade de recursos, cultura e estrutura organizacionais. Através da análise do ambiente interno, são identificados os pontos fortes e fracos da empresa. "Forças e fraquezas existem por causa de recursos possuídos (ou não possuídos) pela empresa ou da natureza dos relacionamentos entre a empresa e seus consumidores, empregados ou organizações exteriores." (FERRELL; HARTLINE, 2010, p. 95-135)

No ambiente externo são levadas em consideração fatores "competitivos, econômicos, políticos, legais/regulamentares, tecnológicos e socioculturais", (FERRELL; HARTLINE, 2010, p. 104). Esses são fatores independentes de suas forças ou fraquezas e são chamados de Oportunidades e Ameaças, não devendo ser ignorados, "sob risco de criar uma organização eficiente, porém ineficaz. (FERRELL, HARTLINE, 2010, p.154)

Posteriormente à elaboração da matriz SWOT, é realizada a Análise Cruzada, na qual as forças, fraquezas, ameaças e oportunidades são combinadas entre si. As forças devem ser combinadas com as oportunidades, gerando vantagens competitivas, e com ameaças para que sejam identificadas capacidades de defesa. As fraquezas também devem ser consideradas e combinadas com as ameaças, para evidenciar vulnerabilidades e com oportunidades para revelar necessidades de orientação. Segundo Ferrell e Hartline (2010), os "pontos fracos que não puderem ser convertidos em forças tornam-se limitações da empresa."

A aplicação da ferramenta no contexto de branding tem sido realizada e estudada pelo LOGO - Laboratório de Orientação da Gênese Organizacional - nas metodologias Brand DNA Process® e TXM Branding em uma abordagem permeada pelos conceitos de DNA de marca, cocriação, design da experiência. A cocriação é um aspecto de suma importância na Análise SWOT, assim como em toda a metodologia, trazendo os *stakeholders* e *opinion makers* como colaboradores em todo o processo. Os pontos levantados na Análise SWOT são retirados das entrevistas feitas com os colaboradores e validadas durante o Evento Criativo. Desde 2006 esses processos são aplicados e melhorados em projetos de marcas empresariais, institucionais e territoriais - como Alvito, Oeste Ativo e Rota da Inovação - sistematizando os dados obtidos nas etapas iniciais em métodos de pesquisa com decisores e formadores de opinião ligados à marca. Neste artigo será relatado o projeto territorial mais recente, da marca turística de Florianópolis.

4. FLORIANÓPOLIS E MARCA TURÍSTICA

Florianópolis, também conhecida como Floripa, é uma cidade localizada na região Sul do Brasil, capital do estado de Santa Catarina. Com aproximadamente 420 mil habitantes, é formada por uma ilha, que compreende a maior parte de seu território e uma pequena parte continental, ligadas através das Pontes Pedro Ivo Campos e Colombo Sales. Colonizada por portugueses do arquipélago de Açores, a cidade ainda mantém diversas características tradicionais que podem ser observadas em seu patrimônio arquitetônico e em sua gastronomia, composta principalmente de frutos-do-mar. Sua cultura rica em lendas e contos envolvendo bruxas e outras criaturas místicas é mantida até hoje pelos habitantes mais antigos da cidade, através de manifestações culturais como o boi-de-mamão, e rendeu à Florianópolis o título de "Ilha da Magia".

A cidade é conhecida internacionalmente por suas belezas naturais, com destaque para suas 42 praias, que atraem milhares de turistas durante a temporada de verão, à procura de diversão com amigos e família, e para prática de esportes como surfe, *standup paddle* e vela. Esse aspecto natural proporcionou à Florianópolis diversos prêmios como destino turístico. Sendo assim, o turismo, juntamente com o setor de tecnologia e o de serviços, compreendem as principais atividades econômicas da cidade. O setor de tecnologia tem recebido bastante notoriedade, sendo Florianópolis destacada nas mídias como um local inovador e com potencial de negócios para novos empreendedores.

O Projeto Marca Florianópolis fundamentou-se em 2013 e foi formalizado e lançado no dia 26 de junho de 2014 como um projeto de pesquisa e extensão do Laboratório de Orientação da Gênese Organizacional (LOGO) da Universidade Federal de Santa Catarina, em parceria com a Secretaria de Turismo de Florianópolis. A iniciativa teve como objetivo a construção de uma identidade, através da metodologia TXM Branding, com o intuito de fortalecer e impulsionar o potencial da cidade como um todo. O projeto também enfatizou uma marca que transpassasse as ações pontuais e estabelecesse uma relação entre todos os agentes da cidade (Governo, Organizações e Comunidade), que devido ao caráter cocriativo da metodologia, foram envolvidos no processo. Através da realização de projetos de pesquisa e extensão, seu foco é a construção de marcas utilizando cinco conceitos essenciais, o DNA de marca, identificado através do Brand DNA Process®.

5. TXM BRANDING E SWOT APLICADAS

A TXM Branding é uma metodologia para construção de marcas e suas estratégias e que continua em constante desenvolvimento pelo LOGO/UFSC. Seu processo procura construir a marca de dentro para fora, em conjunto com seus *stakeholders* através da identificação do DNA de marca, ou seja, aquilo que a torna diferenciada e autêntica. A sigla TXM identifica as três etapas da metodologia, *think* (pensar), *experience* (experiência) e

manage (gerir), sendo que cada uma destas se divide em outras sub-etapas. (BRAUN et al, 2014; WARKEN, 2015)

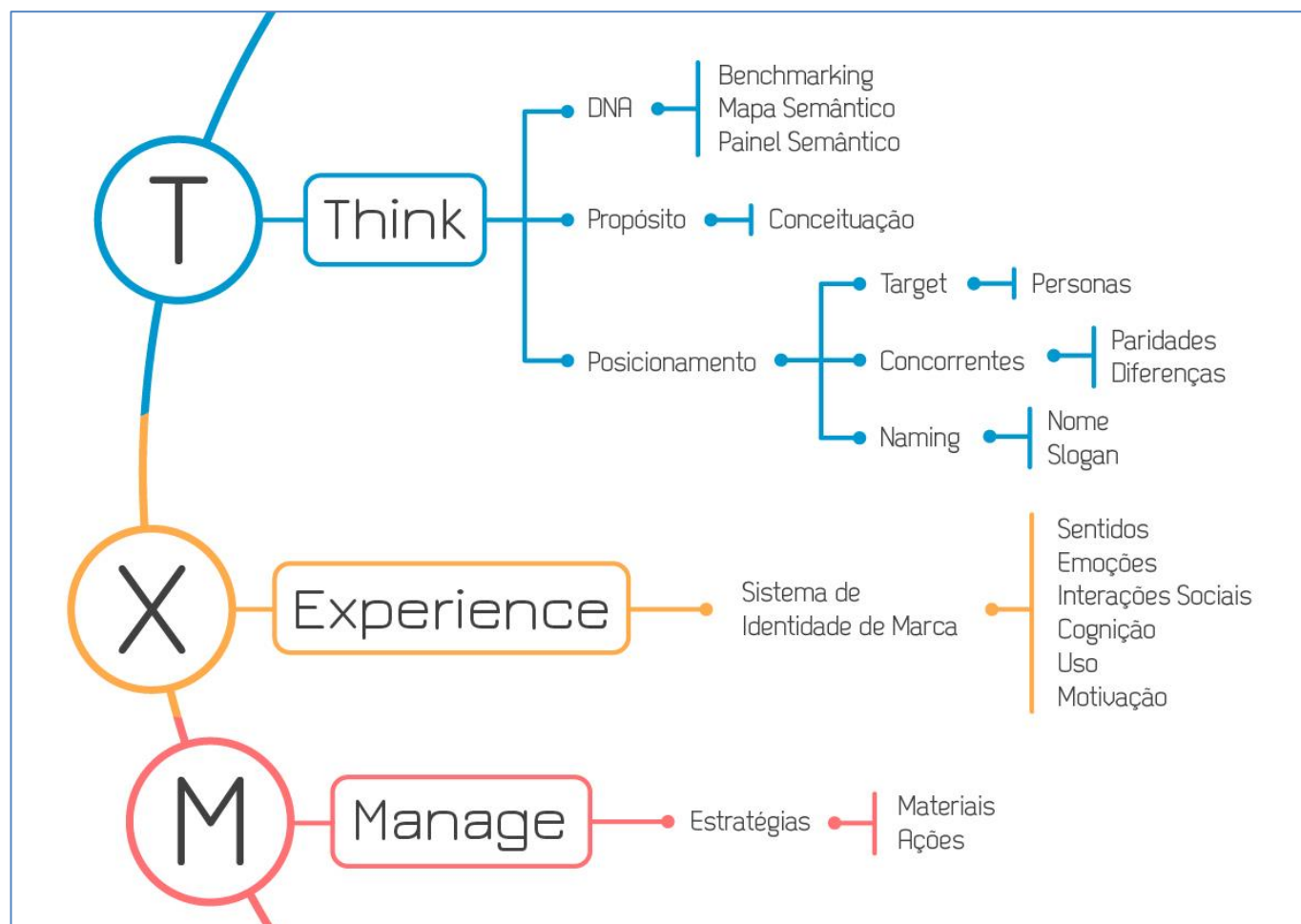


Figura 2 – Diagrama de entregas da TXM Branding

A Etapa *Think*, responsável por pensar a marca, se divide em outras três subetapas, a aplicação do Brand DNA Process® e as definições do Propósito e Posicionamento. A análise SWOT que, de acordo com Tarachucky (2015), "fornece as informações necessárias para a discussão e definição das características essenciais da marca", é realizada durante o Brand DNA Process®, na etapa de diagnóstico, onde também ocorre uma pesquisa preliminar e entrevistas com *stakeholders* e *opinion makers*. "Nesta primeira etapa busca-se principalmente estabelecer as bases conceituais que direcionarão a construção da identidade sensorial (sua parte tangível) e as estratégias de atuação da marca no mercado." (BRAUN et al, 2014) A Etapa *Experience* contempla como a marca será transformada em experiências para seu público através de todos os sentidos: visão, audição, olfato, paladar e tato. Já a Etapa *Manage* abrange a parte de estratégias, que incluem os materiais e as ações da marca, que assim como a Etapa *Experience* deve utilizar como base toda a etapa *Think*, resultando na construção de uma identidade coesa e fiel ao DNA de marca.

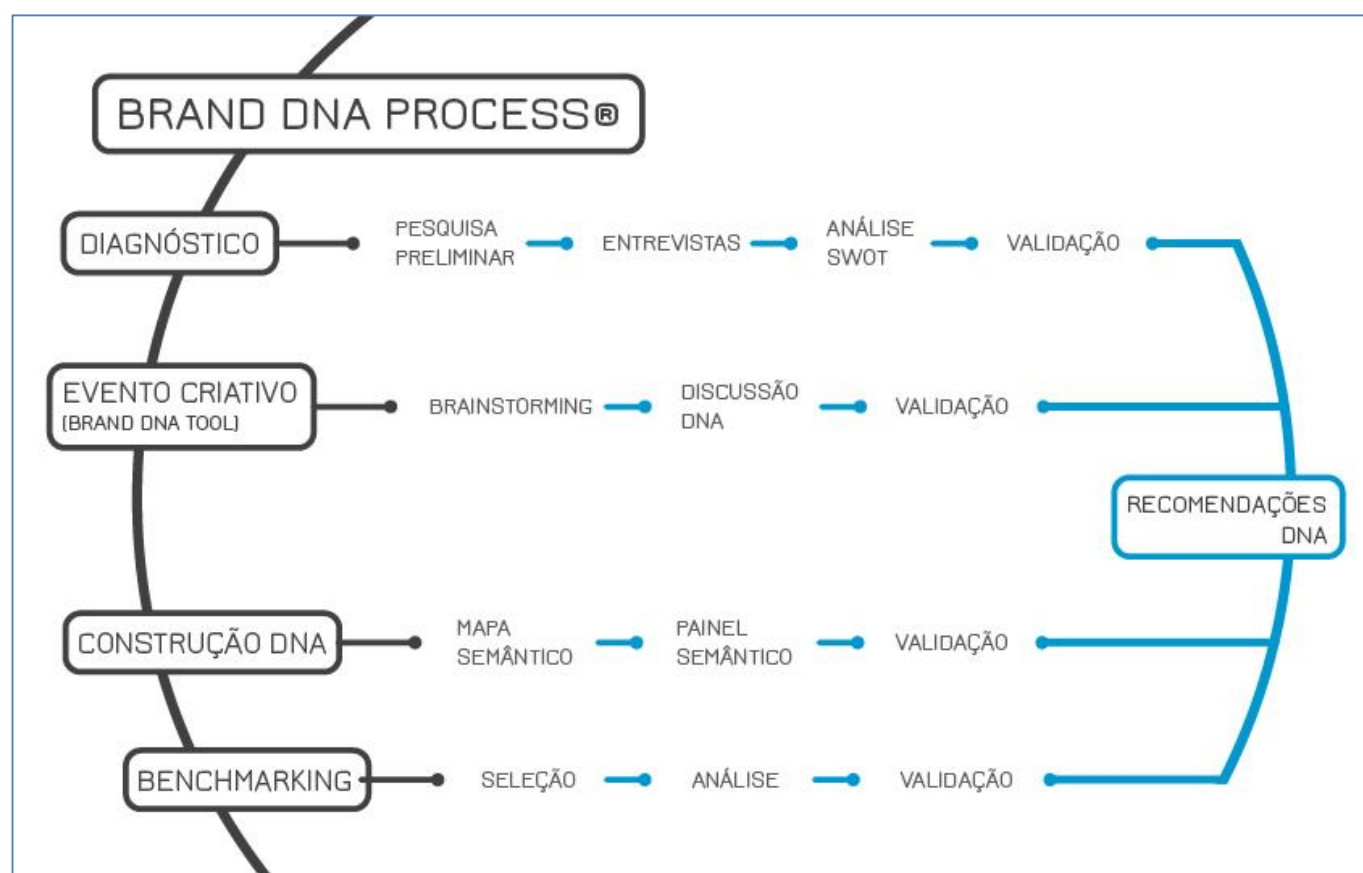


Figura 3 – Etapas do Brand DNA Process ®

A etapa de Diagnóstico do Brand DNA Process® se inicia pela pesquisa preliminar, estágio onde são procurados dados sobre o projeto antes do contato com seus gestores, com a finalidade de guiar as entrevistas que foram realizadas posteriormente. Aplicada ao Projeto Marca Florianópolis, durante esta etapa foram pesquisadas informações relacionadas à cidade: sua história, informações turísticas e seus atrativos, além do resgate de informações de projetos anteriores - Rota da Inovação e Floripa Inteligente, realizados em parceria com a Secretaria Municipal de Ciência, Tecnologia e Desenvolvimento Econômico Sustentável. A etapa de Entrevistas, é separada em duas categorias: a Entrevista Inicial, com os *stakeholders* (decisores), que no projeto em questão foram realizadas em parceria com a Secretaria Municipal de Turismo, e Entrevistas com *Opinion Makers* (formadores de opinião), com 38 representantes da comunidade, mídia, empresas e governo relacionados ao setor de turismo e com conhecimento sobre a cidade.

Vínculo dos entrevistados com Florianópolis	
Gestores Municipais (4)	Ex-assessor da Fundação Cultural BADESC
Vereadores (2)	Representante do ICMBio
Representante da SANTUR	Representante da AsBEA/SC
Representante do FCVB (2)	Representante do Instituto Guga Kuerten
Representante do Grupo Habitasul	Representante do IPHAN/SC
Representante do FloripAmanhã	Historiador
Representante do SITRAHTUR	Artista Plástico radicado na cidade
Consultor de Turismo do Sebrae/SC	Escritor radicado na cidade
Representante da ABAV	Morador Referência
Representante do CDL Florianópolis	Filósofo radicado na cidade
Representante da ABIH/SC	Músicos, universitários “imigrantes” (9)
Representante do IGEOP	Representante do Sete Criativo (2)

Representante da Infraero	Ex-presidente do Avaí F.C.
Representante da Instância de Governança	Ex-Miss Santa Catarina e Brasil
Empresário do setor de gastronomia	Jornalista do Grupo RBS (2)
Representante do DAC UFSC	Jornalista do Grupo RIC (2)

Figura 4 – Entrevistados no Diagnóstico. Adaptado de WARKEN (2015), p. 40.

Ainda no Diagnóstico, aplicou-se a Análise SWOT elaborada a partir dos dados obtidos com pesquisa e entrevistas e validada com a SETUR em duas etapas: a primeira abarcando as capacidades internas e externas e a segunda validando o cruzamento destas (LOGO, 2014. WARKEN, 2015) "No Brand DNA Process ® a Análise SWOT é utilizada como um meio de sintetizar as informações colhidas no diagnóstico que subsidiarão todas as etapas seguintes" (DUTRA, 2014, p.142). Através dessa síntese foi possível moderar a aplicação dos Eventos Criativos, apresentando os dados aos participantes, facilitando na visualização dos principais aspectos da cidade e como resultado na definição do DNA de marca. As informações também foram utilizadas nos outros dois estágios da Etapa *Think*: o Propósito, auxiliando na busca pela resposta de por que ela veio ao mundo, e o Posicionamento, corroborando especialmente na definição do Target e das personas. Na imagem abaixo estão pontuados os principais aspectos da Análise SWOT aplicada à marca turística de Florianópolis.

Forças	Fraquezas	Oportunidades	Ameaças
Natureza exuberante	Pronúncia de Florianópolis e peso histórico	Uso do apelido Floripa como identidade turística	Turistas que percebem apenas o destino de verão
Esportes	Imagem apenas de Sol & Mar	Potencial criativo	Crise de identidade raízes vs. cosmopolita
Capital Provinciana	Desvalorização de produtos culturais	Integrar ilha e continente em novos nichos de turismo	Pouco apoio às iniciativas culturais independentes
Cultura e Povo Manezinho	Sazonalidade do turismo	Turismo voltado para negócios em CT&I	Atrativos ligados a modismos e não à identidade
Amistosidade	Lazer noturno elitizado	Positividade do termo manezinho	Dependência nos turistas do Mercosul
Premiado destino turístico	Atividade turística vista apenas enquanto lucro e profissionais despreparados	Busca pela qualidade de vida e conteúdo cultural enquanto atrativo	Inchaço populacional para infraestrutura de ilha
Atração de mídia através de personalidades internacionais	Falta de sistematização e padronização da informação nos pontos turísticos	Roteiros turísticos pela Grande Florianópolis (mesorregião de 21 municípios)	Cidade pouco valorizada enquanto capital
Cidade Criativa UNESCO da Gastronomia	Falta de parcerias público-privadas	Marca territorial acima do poder público e interesses individuais, contribuindo para sinergia entre pontos turísticos e cidades próximas	
	Formas limitadas de acesso à ilha e mobilidade comprometida	Investimentos para a comunidade que refletem no turismo	

Figura 5 – Análise SWOT da Marca Turística de Florianópolis

Florianópolis enquanto cidade litorânea, tem no verão o seu forte turístico, com variados esportes e práticas de contato com a natureza que podem ser altamente explorados. O esporte e natureza, juntamente com gastronomia, cultura e inovação tem potencial para evitar a sazonalidade. É uma capital com ares provincianos, por suas diversas áreas de arquitetura açoriana preservada, e a proximidade com o mar e verdes morros tornam o clima calmo e inspirador. A amistosidade de seu povo com os visitantes pode ser consolidada em todas as relações turísticas da cidade, traçando parcerias e rotas regionais. A partir de sua valorização, a cultura e “dialeto” manezinhos tem capacidade para cativar a todos. O apelido “Floripa”, por sua vez, marca estes aspectos já citados e possui fonética simples para estrangeiros. A construção cocriativa da marca turística amplia a possibilidade de Florianópolis ter sua identidade assumida e valorizada pela comunidade, facilitando ainda a formação de parcerias em benefício do turismo com demanda equilibrada e promoção de experiências únicas. O potencial criativo também pode se tornar uma forte estratégia para a atividade turística durante o ano todo, junto dos renomados setores de tecnologia e inovação, assim como ações em torno dos títulos nacionais e internacionais de Florianópolis - cidade amigável e inteligente, com ótimo ambiente para negócios e empreendedorismo, elevada qualidade de vida, um dos principais destinos para congressos internacionais e cidade criativa UNESCO da Gastronomia (Ranking Smart Cities, Delta Economics & Finance, Newsweek, Global Media, Ranking IDMH Brasil, Ranking ICCA). Ações e estratégias coordenadas com a identidade do território permitirão a alavancagem do turismo e que a comunidade enxergue a atividade como força econômica, que pode ampliar as receitas do município e gerar melhorias de infraestrutura em diversos setores.

O turismo em Florianópolis é um grande atrativo para a cidade, e apesar de possuir um grande apelo por suas belezas naturais, clima e cultura, ainda engatinha em relação a sua estrutura turística, como sinalização, transporte, mobilidade e saneamento, dificultando no momento de cativar o turista durante sua estada. Festas, bares e restaurantes devem ficar abertos por mais tempo, evitando que o setor seja limitado apenas à temporada de verão e voltado somente aos países mais próximos. A cultura Mané e a cultura de Florianópolis em geral, rica e única, acaba por ser mal explorada na falta de apoio entre artistas e governo, sendo um ponto que a própria população sente que está sendo perdido. Isso deve ser melhor divulgado em espaços planejados para estarem abertos o ano todo em horários diversos, potencializando a notoriedade de Florianópolis como Cidade Criativa, seja por sua diversidade artístico-cultural ou em função das atividades empreendedoras (a indústria criativa, trazendo para a cidade eventos culturais científicos, gastronômicos, econômicos), incrementando assim o turismo o ano inteiro.

A marca turística, incluindo uma nomenclatura amigável para a cidade, somada a sistematização e unificação dos pontos e atrativos turísticos do município, com uma identidade para suas indicações e rotas que levem o visitante de um ponto ao outro e por consequência organizando o turismo, pode ajudar a contornar essa situação sazonal do setor turístico. Estas melhorias podem ser realizadas com os recursos oriundos de um turismo sério e bem organizado, ampliando as parcerias público-privadas e situando Florianópolis como destino turístico diferenciado e um ponto de capilaridade para o turismo no estado de Santa Catarina, além de melhorar a qualidade dos profissionais da área.

6. DISCUSSÃO-RESULTADOS

Sendo a cocriatividade parte essencial da TXM Branding, houve o envolvimento dos agentes da cidade durante todo o projeto. Além disso, colaborações mais pontuais da população em geral aconteceram através de eventos relacionados ao turismo e por meio das redes sociais, onde foram coletados cerca de 500 depoimentos escritos sobre as características mais marcantes de Florianópolis e 213 entrevistas que abarcaram ainda os pontos fracos e fortes, locais mais lembrados e a personificação da cidade. Estes dados foram cruzados à Análise SWOT e corroboraram com os resultados, que foram divulgados posteriormente nas revistas online informativas do projeto.

Uma das principais contribuições da Análise SWOT durante a aplicação da metodologia se dá na moderação dos Eventos Criativos que definem o DNA de marca. A etapa de Evento Criativo reúne os diversos tipos de envolvidos emocionalmente com a marca em estudo (gestores, clientes, fornecedores, consumidores, parceiros e pessoas relacionadas com esses), entre eles *stakeholders* e *opinion makers* entrevistados anteriormente, em um processo de valorização da criatividade. Através de *brainstorm* e discussão de adjetivos, o grupo de participantes define um conjunto de cinco componentes do DNA, um resultado aberto e cocriativo. Para o desenvolvimento da marca turística de Florianópolis foram realizados 21 eventos, totalizando 420

peças, em diversos locais da cidade. A cada evento o projeto foi apresentado incluindo as informações da Análise SWOT; e todas as discussões foram moderadas a partir de seus resultados. Os Eventos Criativos culminaram, após discussão da equipe de projeto, nos conceitos Natural, Multicultural, Mágica, Vibrante e "Quirida" componentes do DNA da cidade.

Ainda na fase *Think* do TXM Branding, a definição do Target no Posicionamento da marca turística de Florianópolis foi realizada com base nas informações listadas na Análise SWOT, associadas aos demais registros do projeto. Foram assim identificados sete perfis básicos, representados por 7 personas: manezinho, amantes de esportes náuticos e da natureza, apreciadores de gastronomia, empresários e turistas de negócios, estudantes universitários, turistas europeus e do Mercosul, "ostentadores". Esses perfis representam nichos específicos, para os quais as ações de comunicação por parte dos órgãos e empresas de turismo devem ser direcionadas. (LOGO, 2015g, p. 16-17).

7. CONCLUSÕES

A aplicação da Análise SWOT na TXM Branding enquanto ferramenta de sistematização das informações do Diagnóstico, obtidas a partir da colaboração de *stakeholders* e *opinion makers* da marca, é peça-chave para o entendimento da organização ou território em estudo, uma vez que define o ambiente em que está inserido e tangibiliza ações e estratégias, facilitando o processo de planejamento e gestão. A ferramenta ainda possibilita o correto direcionamento das discussões acerca do DNA de marca, alinhado com a realidade e com as percepções e valores do seu público interno.

Quando a marca construída pelo processo de branding é de alto nível de complexidade, como o caso de territórios e grandes organizações, a Análise SWOT torna-se ainda mais importante, já que é capaz de combinar e estruturar as visões dos variados tipos de público. No Projeto Marca Florianópolis a ferramenta se mostrou essencial para o andamento da metodologia, servindo como uma base informacional para o processo e evitando que, devido à grande quantidade de informações sobre o território, pontos cruciais fossem omitidos. Através da Análise é possível ter uma visão estratégica da marca, possibilitando a criação de um sistema de identidade visual alinhado com as necessidades reconhecidas e o DNA de Florianópolis.

De modo geral, a cocriação e as interações durante todo o desenvolvimento da Análise SWOT se mostraram ainda mais importantes por se tratar de um projeto de branding territorial, envolvendo uma diversidade de pessoas e experiências a considerar. Esse resultado pode alavancar uma possível atualização da metodologia, adicionando mais momentos colaborativos durante o processo, abrangendo inclusive a Etapa *Experience*, para a participação de todos no desenvolvimento da Identidade Visual. Durante a Etapa *Manage*, além de serem direcionadas para o Target definido, as ações deverão ser pensadas considerando os aspectos encontrados na Análise SWOT, sobretudo no Cruzamento SWOT, respeitando o Propósito definido e os conceitos do DNA de marca.

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O technostress e as características individuais: uma abordagem com modelos de equações estruturais

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Abstract

Este artigo analisa o papel das diferenças individuais relacionadas a gênero, idade, educação formal, tempo de experiência profissional e tipo de suporte recebido (remoto ou presencial) sobre os níveis de estresse causado pelo uso de Tecnologia da Informação (TI) nas atividades diárias dos trabalhadores. O fenômeno, conhecido na literatura como technostress, é estudado por meio da identificação e medição dos seus fatores criadores (tecnoincerteza, tecnoinvasão, tecnossobrecarga e tecnocomplexidade). O fenômeno technostress está relacionado com os mais variados tipos de transtornos aos trabalhadores e prejuízos às organizações, como fadiga, insatisfação, ansiedade e redução de produtividade. Para atingir o objetivo da investigação, foram aplicados modelos de equações estruturais em uma amostra de 940 questionários respondidos por trabalhadores de 14 diferentes instituições públicas brasileiras, distribuídas entre todas as regiões do país e fortemente dependentes de TI para realização de seus principais processos de negócio. Os resultados indicam que as características demográficas dos trabalhadores se relacionam de forma diferente e específica com as diversas formas de manifestação do technostress. O estudo apresenta as implicações dos resultados para a teoria e para o dia-a-dia das organizações modernas, cada vez mais dependentes do uso de TI.

Keywords

Technostress; Diferenças individuais; Modelagem de equações estruturais; Tecnologia da Informação; Setor Público

1. INTRODUÇÃO

Atualmente, as organizações públicas e privadas estão ampliando a utilização da Tecnologia da Informação (TI) em seus processos de negócio (Garicano & Heaton, 2010; De Haes; Van Grembergen & Debrenceny, 2013). Mas a expansão tecnológica vem acompanhada por dificuldades de adaptação dos trabalhadores com o ambiente e com os recursos tecnológicos que utilizam. Esse problema, conhecido como *technostress*, pode causar sérias consequências negativas aos trabalhadores e às organizações, como, por exemplo, a redução de produtividade e a insatisfação com o trabalho (Tarafdar, Tu, Ragu-Nathan & Ragu-Nathan, 2007). Ao decompor o fenômeno, a literatura explica que o *technostress* é formado por cinco elementos: a tecnossobrecarga, a tecnoinvasão, a tecnoinsegurança, a tecnocomplexidade e a tecnoincerteza (Ragu-Nathan, Tarafdar, Ragu-Nathan & Tu, 2008).

Em paralelo, vários pesquisadores da área de TI encontraram evidências de que as características demográficas dos usuários podem influenciar a aceitação e o resultado do uso de TI nas organizações, sob os mais diversos aspectos (Venkatesh & Morris, 2000; He & Freeman, 2009; Çoklar & Şahin, 2011; Fuglseth & Sørensen, 2014). Nesse mesmo sentido, Zeithaml, Parasuraman e Malhotra (2002) sugeriram que fossem realizadas mais pesquisas sobre como as respostas individuais ao uso de TI podem ser influenciadas por características individuais desses usuários. Entretanto, não foram localizados estudos que especificamente tenham ajustado o foco da pesquisa e se aprofundado na investigação do papel das variáveis demográficas sobre os fatores criadores do *technostress*, apesar da recente proliferação de estudos que abordam esse tema (Tarafdar et al., 2007; Ragu-Nathan et al., 2008; Tarafdar, Tu & Ragu-Nathan, 2010; Ahmad, Amin & Ismail, 2014; Fuglseth & Sørensen, 2014). Assim, essa é a lacuna de conhecimento que motivou o presente estudo.

Desse modo, a presente investigação buscou encontrar a resposta para a seguinte pergunta: as diferenças individuais de gênero, idade, nível educacional, tempo de experiência profissional e tipo de suporte de TI recebidos pelos usuários indicam a existência de diferenças estatisticamente relevantes em relação ao *technostress*? Assim, o objetivo deste trabalho foi detectar se as características pessoais relacionadas a gênero, idade, nível educacional, tempo de experiência profissional e tipo de suporte de TI recebidos pelos usuários influenciam o modo como estes são impactados pelo *technostress*, a partir da análise dos seus fatores criadores.

Como contribuição teórica, a identificação do papel individualizado das variáveis demográficas sobre os fatores criadores do *technostress* permite uma compreensão da dinâmica de manifestação do fenômeno, bem como apresenta o potencial impacto moderador e mediador das características individuais. Em paralelo, os gestores de TI poderão se beneficiar dos resultados apresentados neste estudo na medida em que possam reconhecer como as características individuais dos usuários podem interferir nos níveis de estresse tecnológico aos quais os trabalhadores estão submetidos.

2. REFERENCIAL TEÓRICO

2.1. FATORES CRIADORES DO TECHNOSTRESS

A expansão do uso da tecnologia nas organizações é acompanhada por relatos de dificuldades de adaptação tecnológica apresentados por trabalhadores que utilizam TI em suas atividades laborais (Tarafdar et al., 2007). Esse fenômeno é conhecido na literatura como *technostress* e seu conceito foi apresentado pela primeira vez no início dos anos 80 (Brod, 1984). Atualmente existem evidências que relacionam a dificuldade de adaptação dos trabalhadores com o uso de TI nos ambientes organizacionais com a redução de produtividade e com problemas relacionados com a ansiedade e a fadiga dos trabalhadores (Tarafdar et al., 2007; Tarafdar et al., 2010).

Nesse mesmo sentido, outros estudos associam o *technostress* com diversos aspectos relacionados com o trabalho nas organizações. Por exemplo, a produtividade individual, a satisfação dos trabalhadores, o

comprometimento organizacional e a intenção de ampliação do uso de TI são afetados negativamente pelo fenómeno (Tarafdar et al., 2007; Ragu-Nathan et al., 2008; Tarafdar et al., 2010; Ahmad et al., 2014; Fuglseth & Sørrebø, 2014). Indo além, Tarafdar et al. (2007), esclareceram que a presença do technostress também produz um aumento nos níveis gerais de estresse ocupacional.

Nesse contexto, Ragu-Nathan et. al. (2008) avançaram na busca pela compreensão do problema e apresentaram os 5 fatores criadores do technostress, ou seja, os cinco grupos (ou tipos) de efeitos negativos percebidos e relatados pelos usuários de TI: tecnossobrecarga (sensação de que trabalham cada vez mais e mais rápido), tecnoinvasão (sensação de que é necessário sacrificar a vida pessoal), tecnocomplexidade (sensação de que o ambiente tecnológico é muito complexo), tecnoincerteza (sensação de que existem constantes mudanças tecnológicas) e tecnoinsegurança (o temor de perderem o emprego para alguém tecnologicamente mais preparado).

2.2. CARACTERÍSTICAS DEMOGRÁFICAS NO USO DE TI

As características demográficas, ou individuais, podem influenciar a forma como os usuários percebem e reagem ao uso da TI, mas ainda é necessário compreender como isso ocorre (Zeithaml, Parasuraman & Malhotra, 2002). Por exemplo, a influência do gênero tem sido observada em diversos aspectos relativos ao comportamento dos indivíduos (Gabriel & Gardner, 1999; Saleem, Beaudry & Croteau, 2011). Nesse sentido, existem evidências de que as mulheres tendem a ser mais orientadas para os relacionamentos interpessoais e são menos propensas a superestimar seu desempenho profissional. Os homens, por sua vez, parecem ser mais orientados ao desempenho, mais agressivos e mais competitivos (Gabriel & Gardner, 1999; Wahn, 2003). Especificamente em relação ao uso de TI, Venkatesh & Morris (2000) identificaram que mulheres tendem a valorizar mais os aspectos relacionados à facilidade de uso da TI, bem como levam isso em conta quando avaliam a utilidade de uma solução tecnológica. Os homens, por sua vez, parecem ser mais orientados pela percepção da utilidade da tecnologia (Venkatesh & Morris, 2000). Além disso, os homens tendem a ser mais influenciados por aspectos extrínsecos relacionados ao uso de TI, enquanto as mulheres são mais sensíveis aos aspectos intrínsecos (Venkatesh, Morris & Ackerman, 2000).

Avançando sobre o tema, Huffman, Whetten e Huffman (2013) reuniram estudos que indicam que homens apresentam atitudes mais positivas em relação ao uso de computadores, menor nível de ansiedade com o uso de tecnologia e maior conforto com o uso de computadores (Cooper, 2006). No mesmo sentido, He e Freeman (2009) notaram que mulheres apresentaram menor confiança e maior ansiedade com o uso de computadores e Çoklar e Şahin (2011) identificaram maiores níveis de technostress entre mulheres. Entretanto, em sentido oposto, alguns estudos indicaram que homens estão mais sujeitos a esse tipo de estresse tecnológico (Ragu-Nathan et al., 2008; Tarafdar, Tu, Ragu-Nathan & Ragu-Nathan, 2011; Jena & Mahanti, 2014). Já diferenças em relação à idade dos usuários, ao tempo de experiência profissional e à quantidade de educação formal recebida também são frequentemente observadas na literatura (Venkatesh, Morris, Davis & Davis, 2003; Burton-Jones & Hubona, 2005; Venkatesh, Thong & Xu, 2012; Morris, Venkatesh & Ackerman, 2005; Simon & Usunier, 2007; Mikkelsen, Øgaard, Lindøe & Olsen, 2002; Elie-dit-Cosaque, Pallud & Kallika, 2012; Çoklar & Şahin, 2011; Jena & Mahanti, 2014; Ragu-Nathan et al., 2008; Şahin & Çoklar, 2009; Tarafdar et al., 2011).

A literatura também sugere que as gerações mais novas lidam melhor com TI (Zemke, Raines & Filipczak, 2000; Prensky, 2001) e que a idade dos usuários está negativamente relacionada com sua percepção sobre a facilidade de uso da tecnologia (Venkatesh et al., 2003; Burton-Jones & Hubona, 2005). Mais recentemente, compreendeu-se que um antecedente da aceitação e da intenção de uso da TI são as condições facilitadoras, ou seja, a crença dos usuários sobre a adequação do suporte que recebem para o uso de TI, conforme sugerido por Venkatesh et al. (2012). Nesse contexto, os pesquisadores explicaram ainda que a idade dos usuários, assim como o gênero, são importantes fatores moderadores dessa relação, tendo em vista que os usuários mais velhos tendem a ter maiores dificuldades em processar informações novas e complexas, o que pode afetar sua capacidade de aprender novas tecnologias (Venkatesh et al., 2012; Morris, Venkatesh & Ackerman, 2005). Nesse sentido, Simon e Usunier (2007) perceberam que a idade dos usuários está negativamente

relacionada com sua preferência pelo uso de serviços baseados em TI. Da mesma forma, trabalhadores mais velhos relataram maiores níveis de ansiedade com o uso de computadores (Mikkelsen et al., 2002; Elie-dit-Cosaque et al., 2012) e maiores níveis de technostress (ÇOKLAR & ŞAHİN, 2011; JENA & MAHANTI, 2014). Por outro lado, usuários mais jovens relataram mais technostress nos estudos de Ragu-Nathan et al. (2008), Şahin & Çoklar (2009) e Tarafdar et al. (2011).

Outros estudos encontraram evidências do efeito moderador do nível educacional dos usuários sobre suas reações ao uso de TI (Agarwal & Prasad, 1999; Tarafdar et al., 2011; Elie-dit-Cosaque et al., 2012; Ragu-Nathan et al., 2008; Mikkelsen et al., 2002). O nível educacional dos trabalhadores está relacionado a diversos aspectos de sua vida organizacional, como, por exemplo, comportamentos, crenças e desempenho profissional (Ng & Feldman, 2009). Holden & Hada (2011) indicaram que, na área de TI, o nível educacional dos usuários, entre outros fatores, deve ser considerado nos estudos relacionados ao comportamento dos usuários em relação à aceitação do uso tecnologia. Agarwal & Prasad (1999), por exemplo, sugeriram que o nível educacional pode ser um indicativo do potencial cognitivo dos usuários, facilitando o processo de aprendizagem de novas tecnologias. Além disso, os usuários com maiores níveis de educação formal estão mais expostos ao uso computadores em geral, o que facilita sua adaptação tecnológica (Tarafdar et al., 2011). Nesse sentido, Elie-Dit-Cosaque et al. (2012) sugeriram que os trabalhadores, no decorrer de sua vida acadêmica, adquirem habilidades com o uso de TI, tornando-se confortáveis com o seu uso. Os pesquisadores encontraram evidências, em estudo envolvendo usuários de TI franceses, que trabalhadores com maiores níveis de educação formal sofrem menos ansiedade com uso de TI. Já Agarwal & Prasad (1999) identificaram que a facilidade com que os usuários utilizam novas tecnologias aumenta de acordo com o seu nível educacional. Para Ragu-Nathan et al. (2008), usuários com maior nível de educação formal relatam menos technostress. Da mesma forma, Mikkelsen et al. (2002) detectaram que a ansiedade com o uso de computadores está negativamente relacionada com a educação.

Entretanto, apesar dos diversos estudos relatados nos parágrafos anteriores apontarem para a importância das variáveis demográficas sobre o uso de TI, alguns trabalhos não detectaram essa relação (Scott & Walczak, 2009; Parayitam, Desai, Desai & Eason, 2010; Korobili & Malliari, 2010; Wang, Shu & Tu, 2008). Por exemplo, Scott & Walczak (2009) não notaram diferenças significativas de idade em relação à auto-eficácia dos usuários para o uso de computadores. Da mesma forma, Parayitam et al. (2010) não encontraram influência das variáveis idade e gênero sobre os níveis de ansiedade dos usuários com o uso de TI. Korobili & Malliari (2010) não notaram diferenças em relação ao nível educacional dos usuários com a ansiedade com o uso de computadores, bem como com as suas atitudes em relação à TI. Por fim, as variáveis gênero, idade e nível educacional não apresentaram poder explicativo sobre o nível geral de technostress, em pesquisa conduzida por Wang et al. (2008).

3. METODOLOGIA

Participaram da pesquisa 14 instituições públicas brasileiras com altos índices de utilização de TI em seus processos organizacionais. Todos os órgãos contavam com departamentos internos para prestação de serviços de TI aos usuários, justificando-se, assim, a sua escolha. Aproximadamente 4.500 usuários recebem por e-mail o convite de participação na pesquisa. Um total de 940 pessoas enviaram suas respostas por meio do preenchimento de um formulário eletrônico. Contudo, após a análise preliminar das respostas, optou-se pela retirada de 13 questionários preenchidos de forma incompleta. Assim, a amostra final continha 927 questionários, o que representa uma taxa de resposta de 20,3%. Os questionários foram aplicados entre os meses de novembro e dezembro de 2014.

O questionário utilizado para medir os fatores criadores do technostress foi baseado no instrumento apresentado por Tarafdar et al. (2007). Mais especificamente, a variável tecnossobrecarga (TSO) foi medida com 5 questões. Para a tecnoinvasão (TIV), foram utilizadas 4 perguntas. Já a tecnocomplexidade (TCO) foi medida com 5 questões. Por fim, 4 questões captaram a tecnoincerteza (TIC). Em todos os casos, foi utilizada uma escala de Likert de 5 pontos, variando de “discordo totalmente” a “concordo totalmente”. Também foi

oferecida a opção de resposta “não sei ou não se aplica”. Entretanto, optou-se por retirar do questionário os itens referentes ao construto tecnoinsegurança. A decisão foi motivada pelo fato de que amostra estudada era formada exclusivamente por servidores públicos brasileiros, que possuem o direito de estabilidade de emprego, garantido pela Constituição Federal do Brasil. Antes de sua aplicação, os questionários foram submetidos a um grupo de 6 usuários para verificação do entendimento das questões, sem registro de problemas.

A existência de diferenças entre grupos de usuários identificados com base no gênero, idade, grau de instrução, tempo de experiência e tipo de suporte recebido foi investigada por meio da especificação de cinco modelos MIMIC (Multiple Imputation and Multiple Causes), com o uso de SEM, conforme proposto por Jöreskog e Goldberger (1975). Essa é uma forma ágil para identificar diferenças entre grupos por meio da utilização de variáveis dummy em um modelo causal (Marôco, 2014). Os modelos estruturais foram especificados no pacote o IBM AMOS, versão 22.

4. ANÁLISE DOS DADOS E DISCUSSÃO

4.1. GÊNERO

A figura 1 apresenta o modelo de equações estruturais, em sua forma não padronizada, referente à variável gênero, relacionada com cada um dos quatro fatores criadores do technostress, e a tabela 1 apresenta as estimativas obtidas por meio do método da máxima verossimilhança. Os usuários foram divididos entre mulheres (N=399) e homens (N=528). Foi especificada uma variável dummy para representar usuários do sexo masculino.

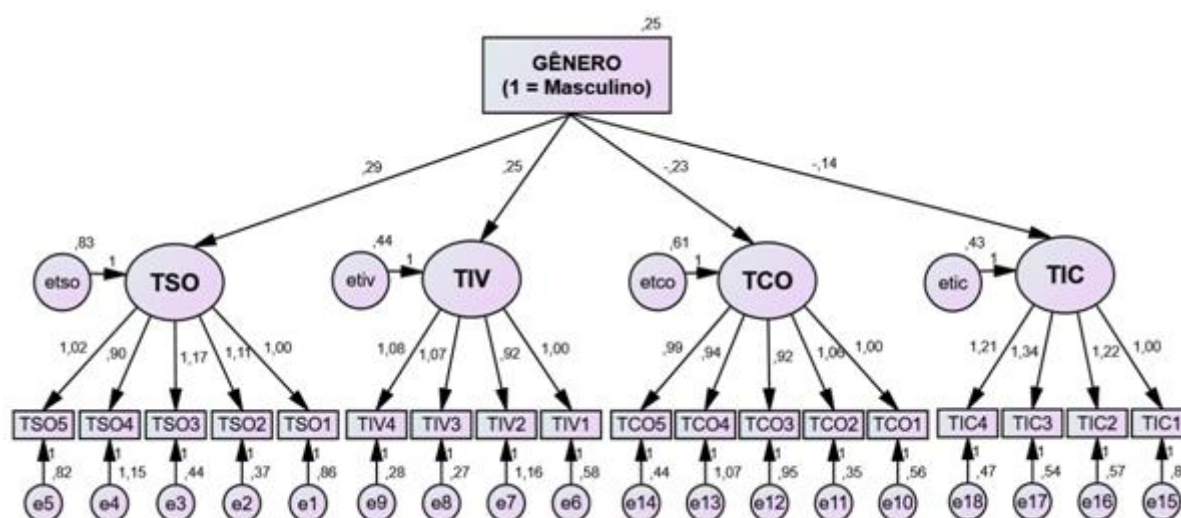


Figura 1: Modelo MIMIC para Gênero

Tabela 1: Estimativas para Gênero

			REGRESSION WEIGHTS				STANDARDIZED
			Estimate	S.E.	C.R.	P	Estimate
TSO	<--	GENERO	0,288	0,065	4,434	***	0,154
TIV	<--		0,252	0,049	5,085	***	0,184
TCO	<--		-0,229	0,057	-4,024	***	-0,143
TIC	<--		-0,136	0,049	-2,799	0,005	-0,102

Os dados indicaram que o technostress pode ser influenciado por diferenças de gênero, suportando os achados de Tarafdar et al. (2011), Ragu-Nathan et al. (2008), Çoklar & Şahim (2011) e Jena & Hahanti (2014). Entretanto, surpreendentemente, mulheres e homens foram atingidos pelo fenômeno de forma diferente. Elas relataram que estavam sujeitas a maiores níveis de tecnocomplexidade e de tecnoincerteza, enquanto eles indicaram que sentiram mais os efeitos da tecnossobrecarga e da tecnoinvasão. Esses achados parecem estar relacionados com as evidências que indicam que os homens estão mais orientados aos aspectos extrínsecos relacionados ao uso de TI enquanto as mulheres são mais sensíveis aos seus aspectos intrínsecos (Venkatesh et al., 2000). Nesse sentido, a tecnossobrecarga e a tecnoinvasão são, dentre os fatores criadores do technostress, os mais relacionados a aspectos externos do fenômeno (aumento da carga de trabalho e invasão de vida pessoal), enquanto a tecnocomplexidade e a tecnoincerteza se referem a fatores mais internos do problema (dificuldades com a complexidade e com as mudanças constantes no ambiente tecnológico utilizado).

4.2. IDADE

A figura 2 apresenta o modelo de equações estruturais, em sua forma não padronizada, referente à variável idade, relacionada com cada um dos quatro fatores criadores do technostress, e a tabela 2 apresenta as estimativas. Os usuários com idade de até 39 anos foram agrupados (N = 446), assim como foram reunidos aqueles com idade superior a essa marca (N = 481). Essa divisão permitiu que fossem agrupados os usuários que iniciaram sua vida profissional antes da disseminação da TI nas organizações e comparados com os respondentes que iniciaram sua vida profissional após tal disseminação. Assim, foi especificada uma variável dummy para representar usuários mais velhos.

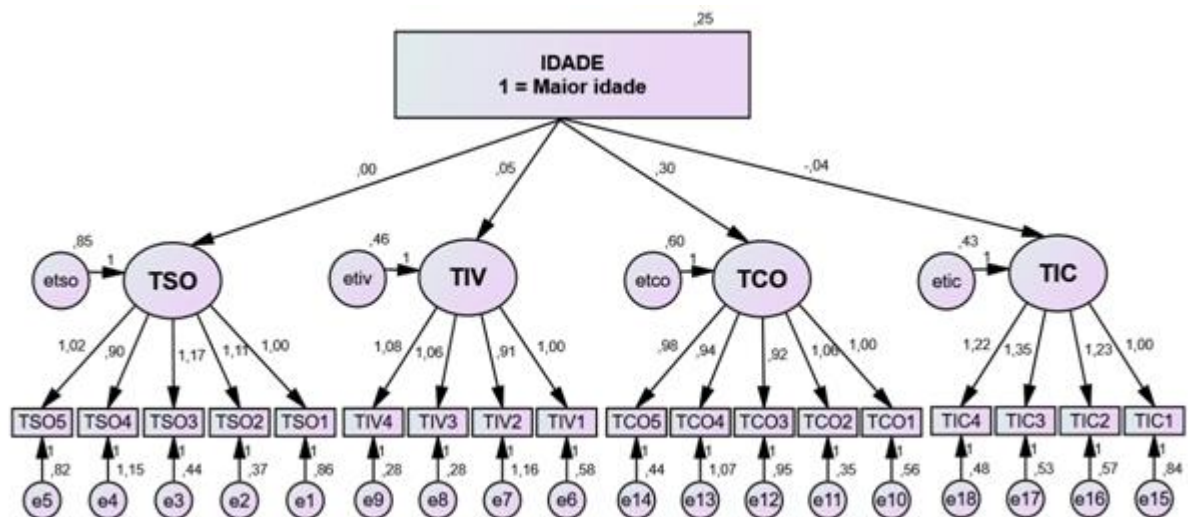


Figura 2: Modelo MIMIC para Idade

Tabela 2: Estimativas para Idade

			REGRESSION WEIGHTS				STANDARDIZED
			Estimate	S.E.	C.R.	P	Estimate
TSO	<--	IDADE	-0,003	0,064	-0,046	0,963	-0,002
TIV	<--		0,045	0,049	0,923	0,356	0,033
TCO	<--		0,296	0,056	5,25	***	0,187
TIC	<--		-0,043	0,048	-0,895	0,371	-0,033

Em relação ao technostress, mais especificamente à tecnocomplexidade, foi detectada uma diferença relacionada à idade dos usuários: os resultados sugerem que usuários mais velhos tendem a perceber como mais complexo o ambiente tecnológico organizacional, quando comparados com usuários mais novos. Esse achado vai ao encontro dos trabalhos de Çoklar & Şahim (2009) e Jena & Mahanti (2014), mas em sentido contrário ao encontrado por Ragu-Nathan et al. (2008), Tarafdar et al. (2011) e Şahim & Çoklar (2011). Uma possível explicação é o fato de que pessoas mais novas estão mais familiarizadas com o uso das mais diversas tecnologias, o que pode provocar a redução da percepção de complexidade do ambiente tecnológico. As novas gerações utilizam dispositivos tecnológicos desde muito jovens e com maior frequência (Prensky, 2001). Contudo, Helsper & Enyon (2010) alertaram que a idade do usuário é um dos fatores que devem ser considerados a esse respeito, em conjunto com gênero, educação, experiência e amplitude de utilização de TI. Por fim, não foram detectadas diferenças significativas para os demais fatores criadores do technostress (tecnossobrecarga, tecnoinvasão e tecnoincerteza).

4.3. NÍVEL EDUCACIONAL

A figura 3 apresenta o modelo de equações estruturais, em sua forma não padronizada, referente à variável nível de educação formal, relacionada com cada um dos quatro fatores criadores do technostress, e a tabela 3 apresenta as estimativas. A divisão entre os grupos agregou os usuários que estudaram até o nível de graduação (N = 330) e comparou-os com o grupo de usuários que cursaram uma especialização ou concluíram seu mestrado ou doutorado (N = 597). Assim, foi especificada uma variável dummy para representar usuários com maior nível de educação formal.

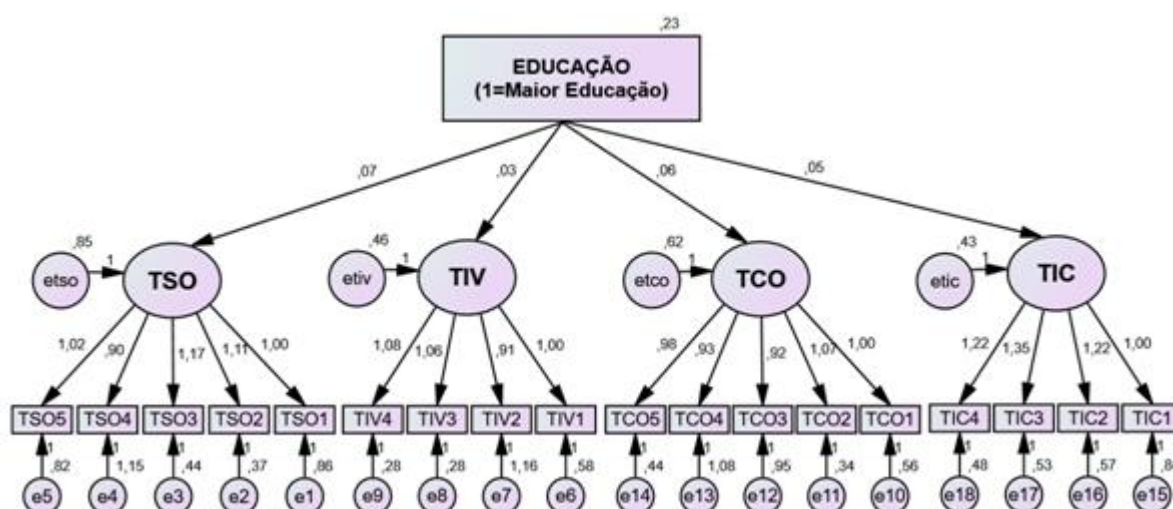


Figura 3: Modelo MIMIC para Educação

Tabela 3: Estimativas para Educação

			REGRESSION WEIGHTS				STANDARDIZED
			Estimate	S.E.	C.R.	P	Estimate
TSO	<--	EDUCAÇÃO FORMAL	0,033	0,051	0,647	0,518	0,033
TIV	<--		0,061	0,059	1,027	0,304	0,061
TCO	<--		0,046	0,05	0,925	0,355	0,046
TIC	<--		0,033	0,051	0,647	0,518	0,033

Não foi observada relação entre o nível educacional dos usuários e os quatro fatores criadores do technostress, o que vai ao encontro do observado por Wang et al. (2008) e no sentido oposto ao percebido por Ragu-Nathan et al. (2008).

4.4. EXPERIÊNCIA PROFISSIONAL

A figura 4 apresenta o modelo de equações estruturais, em sua forma não padronizada, referente à variável tempo de experiência profissional, relacionada com cada um dos quatro fatores criadores do technostress, e a tabela 4 apresenta as estimativas. A divisão entre os grupos agregou os usuários com maior tempo de experiência profissional nas instituições públicas estudadas (N = 316) e comparou-os com o grupo de usuários que atuam a menos tempo nas organizações (N = 611). Assim, foi especificada uma variável dummy para representar usuários com maior tempo de experiência profissional.

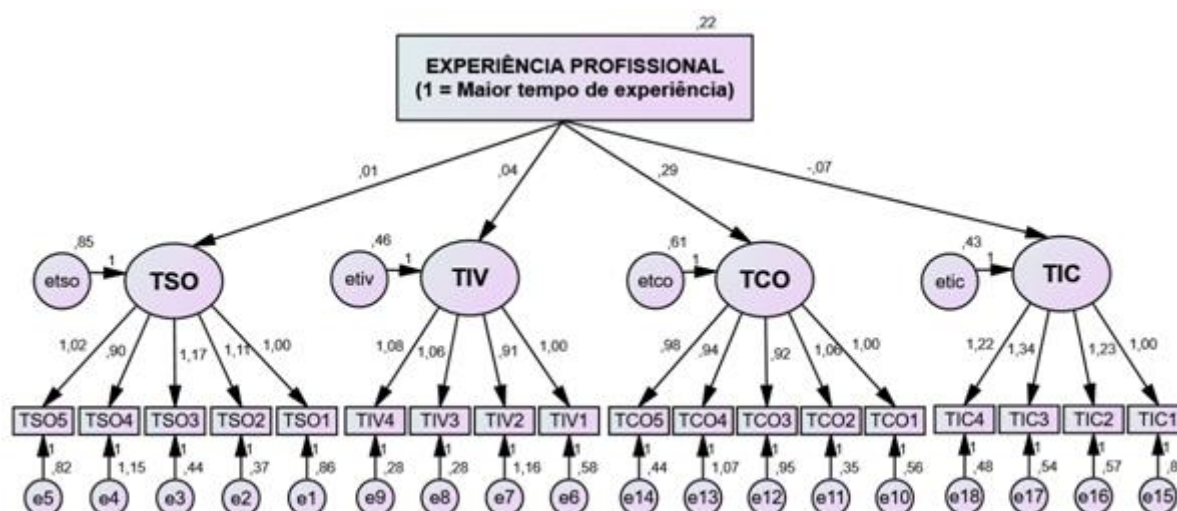


Figura 4: Modelo MIMIC para Experiência

Tabela 4: Estimativas para Experiência

			REGRESSION WEIGHTS				STANDARDIZED
			Estimate	S.E.	C.R.	P	Estimate
TSO	<--	EXPERIÊNCIA PROFISSIONAL	0,012	0,068	0,178	0,859	0,012
TIV	<--		0,037	0,052	0,716	0,474	0,037
TCO	<--		0,289	0,059	4,857	***	0,289
TIC	<--		-0,07	0,05	-1,387	0,166	-0,07

Não foi observada relação entre o nível educacional dos usuários e os fatores tecnossobrecarga, tecnoinvasão e tecnoincerteza. Contudo, foi detectada uma relação positiva entre o tempo de experiência profissional dos usuários e o problema da tecnocomplexidade. Ou seja, quanto maior o tempo de experiência profissional dos usuários mais estes serão afetados por este problema. Uma possível explicação pode estar relacionada com o fato de que, nas instituições pesquisadas, os usuários com maior experiência profissional em geral são os profissionais mais velhos. Dessa forma, esse resultado está alinhado com o que foi detectado em relação à variável idade no presente estudo.

4.5. TIPO DE SUPORTE

A figura 5 apresenta o modelo de equações estruturais, em sua forma não padronizada, referente à variável tipo de suporte (remoto ou presencial), relacionada com cada um dos quatro fatores criadores do technostress, e a tabela 5 apresenta as estimativas. A divisão entre os grupos agregou os usuários que atuam na sede das instituições públicas estudadas (N = 378), e que recebem majoritariamente um suporte presencial quando estão diante de problemas relacionados ao uso de TI, e comparou-os com o grupo de usuários que atuam nas unidades de atendimento ao público, distribuídas por milhares de municípios do Brasil, e que recebem majoritariamente suporte remoto quando estão diante de problemas com o uso de TI (N = 549). Assim, foi especificada uma variável dummy para representar usuários que utilizam suporte remoto.

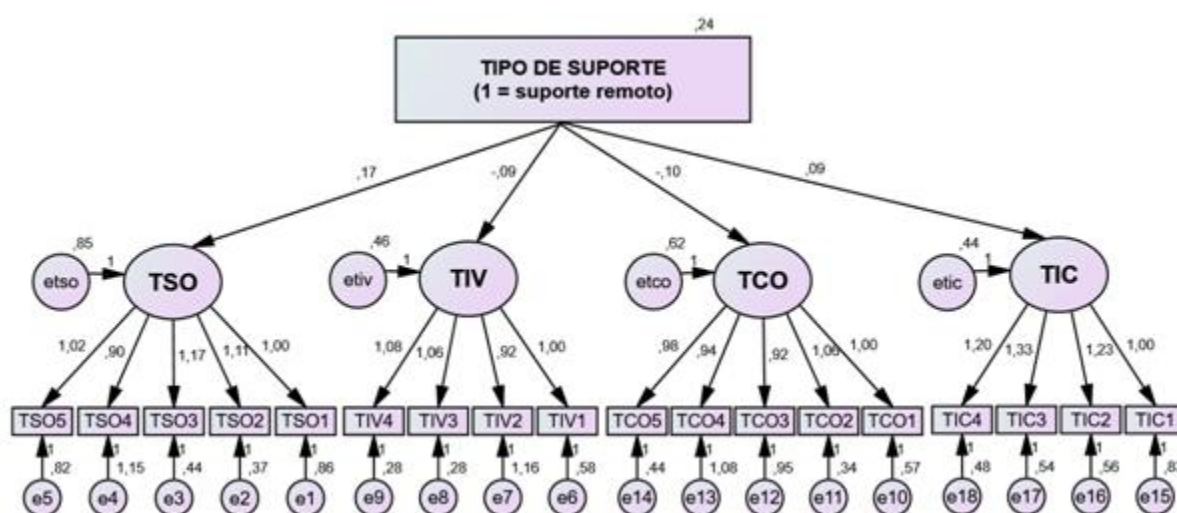


Figura 5 : Modelo MIMIC para Suporte

Tabela 5: Estimativas para Suporte

			REGRESSION WEIGHTS				STANDARDIZED
			Estimate	S.E.	C.R.	P	Estimate
TSO	<--	TIPO DE SUPORTE DE TI	0,171	0,065	2,608	0,009	0,171
TIV	<--		-0,092	0,05	-1,848	0,065	-0,092
TCO	<--		-0,101	0,057	-1,756	0,079	-0,101
TIC	<--		0,089	0,049	1,817	0,069	0,089

Não foi observada relação entre o tipo de suporte prestado pelo departamento de TI aos usuários e os fatores tecnossobrecarga, tecnoinvasão e tecnoincerteza, quando utilizado o nível de significância de 0,05. Contudo, esses três fatores passam a apresentar relação significativa se for utilizado o valor de referência de 0,10. Por outro lado, foi detectada uma relação positiva entre o tipo de suporte recebido e o fator tecnossobrecarga. Ou seja, os usuários que recebem majoritariamente suporte remoto diante de suas dificuldades com o uso de TI indicaram estar mais expostos a problemas relacionados com o volume e a velocidade do trabalho a ser realizado. Uma possível explicação pode estar relacionada com o fato de que, nas instituições pesquisadas, os usuários que recebem suporte remoto lidam diretamente com o público. Assim, é razoável esperar que qualquer interrupção nos serviços de TI que paralise esse atendimento deve causar grandes transtornos ao público em geral, com reflexo direto nos trabalhadores das instituições pesquisadas.

5. CONCLUSÃO

O objetivo deste estudo foi detectar se as características individuais de gênero, idade, nível educacional, tempo de experiência profissional dos usuários e tipo de suporte recebido produzem diferenças em relação à percepção dos usuários sobre os fatores criadores do technostress. Os resultados indicaram que o estresse provocado pelo uso de TI nas organizações afeta os usuários de TI das mais variadas formas e as características individuais influenciam fortemente a manifestação do fenômeno.

Mais especificamente, os resultados do presente estudo indicaram que quanto maior o tempo de experiência profissional dos usuários mais estes serão afetados pela percepção de complexidade do ambiente tecnológico profissional (tecnocomplexidade), problema que também foi impactante para os usuários mais velhos. Já os usuários que, devido à distância, utilizam mais frequentemente o suporte remoto do prestador de serviços de TI indicaram estar mais expostos a problemas relacionados com o volume e a velocidade do trabalho a ser realizado (tecnossobrecarga). Em relação às diferenças de gênero, as mulheres relataram estar mais expostas a maiores níveis de tecnocomplexidade e de tecnoincerteza, enquanto os homens parecem sofrer mais com os efeitos da tecnossobrecarga e da tecnoinvasão. Por fim, não foi observada relação entre o nível educacional dos usuários e os quatro fatores criadores do technostress entre os usuários das instituições públicas pesquisadas.

Os resultados têm implicações acadêmicas e gerenciais. A identificação do papel individualizado das variáveis demográficas sobre os fatores criadores do technostress sugere aos futuros pesquisadores e interessados neste e em outros temas que não desconsiderem o potencial impacto moderador e mediador das características individuais sobre a manifestação dos construtos sob análise. No campo prático, a indicação de que os usuários de serviços de TI podem apresentar respostas diferentes, relacionadas às suas características individuais, quando expostos a diversos aspectos do uso de tecnologia nas organizações pode servir de alerta aos gestores para a importância de conhecer seus clientes e ajustar os serviços às características específicas e necessidades dos usuários (ou clientes) dos serviços de TI.

O estudo, no entanto, possui evidentes limitações que contraindicam a generalização dos resultados encontrados. Em primeiro lugar os dados foram coletados por meio de um processo de amostragem não probabilístico e definido por conveniência, tendo em vista que a participação dos respondentes foi voluntária.

Em segundo lugar a investigação concentrou-se em órgãos do setor público. A partir dessas limitações, sugere-se que estudos posteriores incluam organizações privadas e do terceiro setor, bem como ampliem a investigação a outros contextos culturais e geográficos, a fim de que os resultados possam ser comparados com os obtidos pelo presente estudo.

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FINANCIAL INNOVATIONS AND BANKING VALUE CHAIN CHANNELS OF DISTRIBUTION

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Abstract

The modern banking system is faced with the challenge to adapt towards the technological changes in competitive services provided to millions customers, which want a safe storage for their hard earned cash, to provide mortgage loans to families or charging interest on savings.

Financial services now have a new expression. They reflect the modern trends in consumer habits. The bank payments keep the increasing share in the portfolio of payments options. Banks provide the possibility for consumers easily, freely and by saving time and effort to use the banking services. This requires banks to be an active market participant, which track the changes and trends in the external environment and as much as possible to adapt their resource to the changes and new requirements. Creativity and innovation in the approaches used for the distribution of banking products is a prerequisite for successful banking positioning.

The functioning of the banking system in a highly competitive environment and the application of innovative technologies that facilitate the distribution of banking services is the subject of study in this report.

Keywords

banking value chains, banking clients, banking services internationalization, online bank marketing

1. INTRODUCTION

The internationalization of financial business is a trend that settled permanently in the last decades of global financial markets. Although financial services are strictly regulated and regulated inclusion in the global financial system has not been limited due to local legislation and trends. Conclusive evidence of the process of financial globalization is constantly growing volume of cross-border financial and capital flows. Cross-border transactions in bonds and shares now exceed 100 trillion US dollars annually, and speed of e-commerce for 2015 exceeded USD 1,4 billion. (CBEC, 2015). Very close in value are the parameters of the activities of foreign banks in emerging markets in Asia, where assets of foreign banks in Asia have increased more than fourfold, reaching about \$ 720 billion. The increased role of cross-border lending determines the majority of those assets where they provide a wide range of financial services through involvement of local financial markets. In fact, locally, more than 76% of banking assets are in the balance sheets of foreign banks in the country.

They are economically useful banking activities that serve the common good and deter financial speculation without a real added value. In light of the above financial globalization puts increasing emphasis on the rules of functioning of the market and market discipline. In a liberalized and highly competitive market environment, market participants are able to impose discipline poorly performing issuers, be they companies that make reckless investments or countries pursuing unsustainable macroeconomic policies. Markets unfortunately sometimes react too late and therefore their reaction might be too severe.

Challenge for central banks is how to improve and develop market discipline in the behavior of all participants in financial markets. For example, politicians play a decisive role in creating a well-functioning legal, regulatory and financial framework for the operation of the banking sector. Moreover, greater transparency of banks corresponds with greater discipline in the behavior of the private sector. In practical terms, the impact of the policy is often in the form of "buffers" or a macro or micro level. These buffers that build up in good times absorb stress in bad times. The most appropriate standardization, evaluation and management of these buffers is an important element of the policy in a more liberalized economic environment.

Determine the progresses of the internationalization of financial services are the main factors that have stimulated the movement of bank capital.

So what are the factors causing financial globalization?

Cross-border information flows. Quantity and quality of available market participants and observers information has increased significantly in recent decades. Arriving on time and accurate information, which is an essential prerequisite for making investment decisions is a prerequisite for identifying and assessing risk. Therefore, access to available information greatly increases market discipline and, in a broader sense - successfully integrate financial intermediaries in the markets.

The rapid improvements of communication and computer technologies underpin this process. Investors now have easy access to detailed data about markets, prices and quotes. Moreover, these data are analyzed, stored and distributed to all interested faster and cheaper than ever before. As a result, the physical location is not an important factor for investors regarding their access to information. In developed economies, banks operate in highly competitive conditions, and that more increases the challenge to differentiate through products and services. Rapid introduction of innovative technologies in banking practice helps build stronger relationships with consumers and increase brand loyalty. (Capgemini, 2012)

Issue and transactions of equity securities on international stock exchanges is also stimulated by the availability of information. Companies are attracted by the largest financial centers with the ability to increase its capital at a lower cost. The growth of companies with credit ratings cooperated additional disclosure and analysis of information. While large banks and other large investors have the resources to own analysis and credit risk management, the credit ratings are an extremely important tool for the access of small investors to open financial markets to form their portfolios of diversified securities classes and credit risk. The prevalence of information makes investment decisions globally more risky than on a national basis.

International supervisory standards. Although access to information is a prerequisite for the realization of market discipline, this in itself is enough. The information should be analyzed and incorporated into the process of decision-making of market participants. Here standards and codes play a key role. Once these standards are adopted, they reduce the cost of obtaining and analyzing information and strengthen the

stability of the financial system. Significant efforts in support of applying global standards attaches great importance to increase its interactions with European central banks. IMF and World Bank have helped countries to evaluate and vulnerability of domestic financial systems. And to help authorities identify priorities FSF has identified 12 accounting standard as a key to a stable financial system.

One area in which much progress refers to the publication of macroeconomic data from national authorities. Another area of attention is accounting. Just as differences in language can be barriers to communication, international differences in accounting standards can be obstacles to cross-border financial transactions. Almost 100 countries have adopted or create their own financial reporting standards. The International Accounting Standards Board is working with national accounting bodies, including the Financial Accounting Standards Board in the United States in order to synchronize the remaining differences in close approximation.

Updated and revised capital framework of international banks Basel II, Basel 2.5 and Basel III are an example of how local differences in the evolution of banking systems can be placed in a global framework applicable. The three pillars, which are based on Basel II - minimum capital requirements, supervisory review and market discipline - to establish a common framework for prudential supervision in different countries. At the same time, however alternative approaches for assessing the capital adequacy of banks, ranging from simple, standardized approach to more complex, advanced approach based on internal ratings allow countries to adapt the framework to respond to their specificities their financial system.

Linking cross-border infrastructure. The construction of this infrastructure and institutions is the primary purpose of market participants to gain access to their information and to interact with one another. The main components include European Contract Law and effective procedures of law enforcement, market regulation and efficient payment and settlement systems.

Although maintaining internal infrastructure in working condition requires long-term purposeful work, the cross-border infrastructure is an even bigger challenge. In this case, global solution may be most appropriate. Ultimately, competition among commercial banks, clearing and settlement can help to reduce transaction costs between units from different jurisdictions. Removing this dependence on local markets, and everything that entails the abolition of this connectivity can be overcome and some barriers to financial activity, thus move to strengthen the processes of regional and global integration.

2. METHODOLOGY

The main goal of this study is to establish the manifestation of the influence of chains of value, the impact of cross-border movement of capital and the quantity evaluation on key indicators of the banking system.

To achieve this objective was formed database of the banking system of the Republic of Bulgaria and the period Q1.2012 years to Q3 2015 the banks in Bulgaria.

The used method was Quantitative Data Collection Method for

Thus formed the basis of the data presented graphically allows to identify and assess the dynamics of: capital structure of the banking system of the Republic of Bulgaria; to establish the relationship between the dynamics of ownership of capital and dynamics of the basic measurement performance indicators of the banking institution.

3. LITERATURE REVIEW

Stefan Vachkov (Vachkov, St., 2013) consider the bank as relation between strategy, organization and systems together in "business triangle" subjected to constant external influence, competitive pressures, social and technological change, customer attitudes and legal regulations. It defines banking organization as a "unity of interrelated material, financial and personal relationships, proving the relationship with the business model within the value chain" Business - Banking - Management - Marketing & Sales".

First for value-added chain spoken in his work M. Porter (Porter, M., 1985), with the primary activities such as chain value creation, which in synergy related operating logistics, outbound logistics, marketing and sales and service. In support of the activities it includes sustainable infrastructure, human resource management, technology development and procurement. Porter shows that can develop sustainable competitive advantage

in each of these areas. Porter notes that the best practice to maximize profit if it is integrated into the system chain of value. Furthermore, he noted that in order to maximize their profits now must be effective and efficient in its analysis where creates or loses value in offering goods or services.

According to Andreas Wimmer & Frank Seifert (Wimmer & Seifert, 2001) the new role of financial intermediaries such as highly integrated businesses performing most of the functions in the chain consolidated value serves as a tool for categorization of these basic functions and processes of financial intermediation. While that may be specialized firms focused on offering separate functional services such as the production of information (credit rating agencies), distribution and integration (M & A boutiques) transformation in size and risk (mutual funds and investment schemes) and clearing and settlement (clearing houses, ACHs). So this circuit allows for the reintegration of differentiation of functional activities that allow closer coordination and rapid exchange between functions through standardized data carriers. This can lead to joint penetrating processes at interfaces between steps or sub processes of the value chain in the financial industry.

In its report, the ECB (ECB, 2014) assesses the increasing importance of global value chains in the last two decades that have made a significant contribution to changing global economy. It can therefore be expected that they could lead to a significant impact on the national economies of the countries involved in the chain, giving politicians more effective tools for designing and implementing policies that support inclusive growth. The size and direction of these effects, however, are still not fully understood, as empirical evidence of global chains of added remain limited and largely conform to capture their impact on national economies. In recent years a growing number of studies of globally integrated value chain of product level. What is needed is a better characterization of the role of each economy in global production networks for several policy areas such as trade policy, trade and employment, national competitiveness and growth, innovation and development. Besides the positive effects exist and global systemic risks related to global value chains. The high level of interdependence between the economies shows that in addition to positive effects of these circuits can cause negative consequences in its wake, such as macro-economic shocks can be transmitted along the value chain.

Against the backdrop of economic globalization, regulation and massive introduction of new technologies, Eric Lamarque (Lamarque, E., 1999) analyze the logical processes and the various factors that have caused changes in the value chain. If this analysis tool was originally developed for heavy industry, its application in services, in particular financial services can prove invaluable for studying the evolution of the banking industry. Returns to the original idea of Porter that demonstrates what level added value to the product and thereby identify the origin of competitive advantage. The search for the origin of the competitive force within the system of various banking businesses is the first step in the analysis of key activities and options for reconfiguring the value chain. These key actions are those defined as essential for creating competitive advantage, regardless of the type of activity that the institution offers. Their identification will be based on a general study of the nature of the competencies associated with each type of business. According to the author, the chain to create value is complemented by the presence of level of organizational competence.

3.1. Research Question

Focusing on value creation in the provision of financial services by modern financial intermediaries is the result of increased competition through more effective marketing strategies and adequate evaluation of strategic management as a means of transfer of the business. Strategies for achieving and maintaining corporate results at the highest level possible to succeed by creating effective communication and provide services of the highest quality, market-oriented. Competitive advantage cannot be understood in relation to processes in the enterprise at all because the same results from very specific activities in a company that performs in designing, manufacturing, marketing, delivery and product support. Each of these activities could contribute to the change in position of the companies cost and to provide a basis for differentiation compared to other market participants. Management of the value chain in the banking sector was caused by the combined effects of a group of factors such as limited resources, increased competition and the adequacy of legal regulation.

Assessing the level of competitiveness of the bank must assess its competitors and to evaluate the objectives and strategies it to meet all existing and potential competitors After a regular reassessment of any strategy to

determine how it was implemented, whether it managed or should it be replaced with a new strategy to achieve change in circumstances, new technologies, new competitors and new economic environment (new social, financial or political).

The problem of innovation in the banking industry unites two research paradigms. The first is the vision of John Maynard Keynes-Minsky that focuses on the conditions of effective demand and the center of economic analysis and the second is the vision of Schumpeter-Minsky, which focuses on innovation and competition. Critical analysis of competition in the financial sector and its interaction with competition in the real economy will enable us to make policy recommendations to reform the finance and the importance of this relation to promoting the development of capital in the economy.

4. EMPIRICAL COMPONENT

4.1. Bulgarian Banking Sector

The fate of the banking sector of the Republic of Bulgaria does not differ significantly from those of other countries in transition. In the first years of democratic governance tide it can be defined as "wild" and "extreme," while the financial crisis of 1996-97 put events in rehabilitated limits and the system of CBA year from 1.7.1997 assist for qualitative and quantitative changes in the composition and structure of the system.

After the financial crisis in 1996-1997, the Bulgarian banking sector has undergone an impressive process of stabilization in recent years as a result of the privatization of most banks, mostly from foreign investors. This led to the strengthening of the role of financial intermediation, although the share of bank assets in % of GDP remains relatively modest by international and even central and Eastern Europe (CEE) standards as a result of the parameters of the national economy and the scale of the system. Despite increased competition and lower interest margins, efficiency ratios and return on invested resources are higher than those observed in the EU-15. Regardless of fluctuations in lending to the non-borrowers and strengthening the activities of domestic credit, Bulgarian banks are adequately capitalized and have made achievements in some indicators in a significantly better position than their larger competitors.

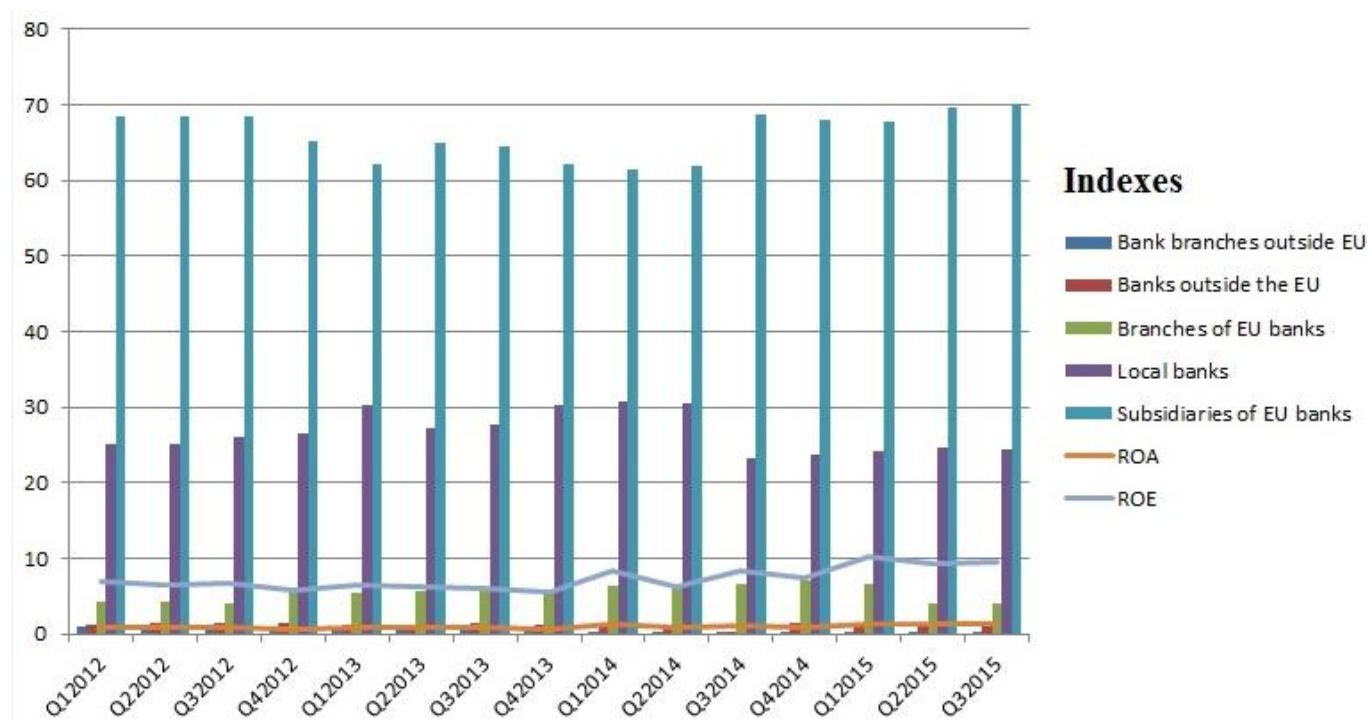


Figure 1- Dynamics of The Ownership Structure and Performance Indicators of the Bulgarian Banking System

Of applied graphics can be concluded that the share of banks' capital by owner-residents decreased over the past four years. It establishes a trend of increased efficiency of bank capital in the same period at a relatively constant dynamic efficiency gains from the management of bank assets. The conclusion that we can formulate regarding the performance of Bulgarian banks is that the share of revenues from the operations of credit. This

finding is relevant to the period to which it relates study, namely a period of post-crisis recovery when demand for credit resources is limited and banks receive income from operations other than credit.

Ambiguous However, we can interpret the change in the structure of capital in the banking sector to increase the share held by residents. In June 2014, Bulgaria sustained a banking crisis that affects two of the 29 banks in the country, namely: Corporate Commercial Bank (CCB), whose majority owner is Tsvetan Vassilev, and First Investment Bank (FIB) belonging to Bulgarians Tseko Minev and Ivailo Mutafov. A manifestation of this crisis is the lack of sufficient cash resources to carry out liquidity operations. During the period 18 to 28 June 2014, thousands of depositors have withdrawn from the banks nearly 2 billion Lev.

Governors of the Bulgarian National Bank (BNB) are sent to them with the task of auditors to review the banks' assets and liabilities and, separately, are placed under special supervision CCB and its appointed conservator.

Erupted in the CCB and the Bank liquidity crisis refutes the thesis that entered in 1997 in Bulgaria currency board is "a guarantor of financial stability." Once again confirms the view that this board is a banking tool for colonization of the Bulgarian state by removing its cherishing the right to a functioning state central bank to lend and invest regulate interest and other monetary relations.

The liquidity crisis in the CCB proved that the currency board cannot prevent banking crises and put in an awkward position pointing to Proff. Steve Hanke, who claims that the board is "palm heart" to "the whole economic system" in our country. (BNB, 2014)

As is known, the currency board country does not allow to issue Bulgarian levs in quantities greater than the available state reserve currency. It is believed that this may deter inflation processes in the country and avoid the depreciation of the Bulgarian lev. But this is not enough to ensure financial stability in the country. This stability depends on a number reproduction, property, institutional, financial, system, etc. Factors.

In this context, the analysis of the role of the presence of foreign, non-resident, bank capital may be directed only to its important role not only for the "import" of European banking practices, but also in terms of banking discipline, respect for the rules of prudent banking, protect the rights of investors and depositors in banks and the stability of the banking system against systemic crises.

5. DISCUSSION

5.1. Analysis of chains of value

The analysis of the chains of value is the process of identifying the capacities and limitations for increasing the competitiveness of the banking sector. Parameterized analysis of the chain of value and define priorities in the implementation of changes in the event that exhausted the possibilities of this circuit, as this analysis demonstrates the dynamics of competitiveness of the chain of value. Analysis of the chain of financial value is determined not only by demand, but also by the structures to boost the capacity of the participants to provide or facilitate access to financial resources within the chain of value creation.

Although financial services represent a specific type of chain to create value in its analysis must be analyzed key areas that impact the growth chain value creation.

Faced with the difficulties of a dynamic market, banks have no alternative motion to change. Regulation, diversity of customer attitudes, changing prices and operational challenges - these are obstacles that they must overcome even with moderate growth. Projected growth rates for revenue per business plans for the group of 30 global banks, according to analyzes for 2013-2015 year are expected to reach a growth of around 6.5% (4.5% for Europe / North America average) versus -0.5 % revenue growth for the period 2009-2012 year. Bankers realize that this will be a challenge to meet these growth targets and know they need to win three critical battles: restore customer confidence and commitment, protection of business against an exponential growth of mediation by new intermediaries such as payment systems and the gray (non-banking) market and avoid universalization. Organization of business branch-based models are no longer so persistent in the least developed countries and are unable to meet the rapidly growing consumer needs for easy access and ease of use of quality banking services. While some banks may excel simply by improving fundamentals, including "smart organization" of their sales network, others require new business fields and operating models to compete and thrive in the future. Accordingly, each bank must determine their target business model in the light of its development, market positioning, development, etc.

Choosing between three business models for the development banks should be considered well in selecting a **business model**:

The *first model* - based on the enhanced multifaceted attempts to engage customers in order to respond adequately to their financial needs ("Intelligent multichannel Bank). The model has strategic objectives;

Second model that uses social media access through expanded access to identify customers (Bank "Social Engagement");

Third model, which puts the bank at the center of an ecosystem for the sale of financial and non-financial services through mobile technologies (Eco Bank).

A bank is working aggressively if it applies all three business models that can accelerate growth in its annual revenues between 4% and 8% in a deep financial market while reducing costs by over 20%. Whichever model development center with the necessary emphasis focuses on customers in key areas of banking reputation, presentation, performance of services, efficiency of sales and ability to maintain the quality of services at their original level in the following areas:

1. Optimization of the branch network (number and size of branches) reviews the architecture of the branch network.
2. Integrate multichannel sort banking management processes in real time.
3. Proactive management and interaction based on identifying and satisfying customer needs.
4. Operational segmentation of customers, which is driven by their needs, based offering adequate for these purposes structure.
5. Sales Performance, which is driven in turn by the behavior of sales and used tools.
6. Simple and effective contacts with customers.
7. Manage the implementation of updated and customer-oriented indicators, consistent with compensation schemes.

5.2. Optimization of branch network

The most critical aspect of offering basic banking services is improving the efficiency of the work of the branch network, providing sustainable positions and create adequate foundations of "intelligent multi-channel banking model." The effectiveness of the branch network can be maximized through strategic localization (first - closure of bank branches in low efficiency of operations, operating in markets with low or limited potential) of the appropriate number, type and format of bank branches in accordance with customer demand, optimizing production processes for the release of commercial time and focus on intensification of sales.

Branch network that includes only branches to offer a full package of banking services, but allow "under one roof" service with duplicate services and skills prove to be unsustainable due to the dynamics of market processes and the development of banking technologies. The model of branch network must be designed with careful consideration of differentiated formats and integrated functioning multichannel, given that aims able to cover territory in order to respond to the needs of local customers, which in turn implies optimizing skills and abilities. This implies outside the structure of branches offering a full range of services and hubs include lightweight small branches ("exported jobs") with about 2-3 employees. By offering migrating low value activities based on digital channels and formats of retail banks can meet new customer segments and work to further the overall transformation of the branch network.

Effective "tree" clone model can help the bank to optimize the number of branches in its overall network to 20-25% staff customer service by 25%, with parallel offering cost-effective mix of services. Moreover, by specializing in specific services or activities each Branch format is able to provide a qualified customer service and ultimately help increase customer satisfaction and unlock their loyalty.

The global financial and economic crisis has forced a number of banks to be much more focused on reducing costs, in order to obtain market advantages through more efficient use of new technologies, while it appears that ensuring security is breached and finally found that the costs far outweigh the benefits. The pressure to reduce costs is undoubtedly an important factor when it comes to the rise of cloud -based offering in financial services. Adopting this type of technology is one of the major challenges facing global functioning financial institutions in the financial crisis, increasing demands from consumers and regulators, reducing resources and shrinking margins.

Providers of cloud technologies can make business processes more efficient, enabling the bank to do more with less and to reduce the cost of investing in their own IT systems. For example, in a press release Commonwealth Bank of Australia said that as a result of cooperation with Amazon Web Services, reduced maintenance costs and infrastructure from 75% to 25% of total expenditure on the one hand and on the other - saving considerable costs investment banks using cloud systems by reducing the time needed to implement new communication channels. Banks with significant market shares from all continents - In South Africa, Nedbank and Capitec Bank send encrypted data to the cloud platform of AWS for online purchases with cards, withdrawals of assets, money transfers and data through mobile applications, customers can authenticate banking transactions through their mobile devices.

They are unavoidable and concerns regarding both real and perceived shortcomings as specifics of the technology cloud. These include concerns about possible damage to the reputation of a major bank, the possibility of losses if its security is violated and her work is accompanied by additional risks. Outsourcing can cause loss of competitive advantage by patenting the technology and the loss of direct control over it.

Financial institutions continue to seek an optimal balance between efficiency of banking operations and security costs of banking operations as a result of breaches of information systems. These circumstances have forced them to rethink their models for outsourcing some ancillary activities. Much of the financial institutions were transferred to outsourcing important, expensive and not related to the main objectives and tasks of the bank's activities. The financial crisis proved that prosper only banks with adequate infrastructure, system of risk management and innovation.

Regarding outsourcing of external institutions, some experts argue that excessive outsourcing will lead to problems in the field of innovation. Line cloud financial companies that came out last year formed a peculiar market of outsourcing services such as balance of interest and price.

Changing the ownership structure and Bulgaria's accession in the EU, and the combined financial market triggered the diversification of the participants in the Bulgarian banking market. Unfortunately, in Bulgaria, as in other countries of the former Soviet bloc market conventional banking services settled a large number of participants who offer the same or similar products and services in the banking market. The liberalization of the economy and improving the business rules triggered influx of banks from almost all European countries in the country. This increase in competition in the industry cause banks to take such strategies not only to survive but to remain relevant.

5.3. Development Alternatives

In recent years there has been increased interest in mobile services in all service providers, including in the financial industry. This change in consumer behavior formed a new approach to building corporate strategies of banks. As a consequence, it has emerged a trend in the banking sector to expand the range of services offered by banking institutions that successfully promote their activities as support and improve the distribution of products and services. This is no accident initiated process. Banks are faced with three critical battles: to restore confidence of customers to protect their businesses and to encourage the use of services. (Kullus, D., 2015) Innovative technologies and their rapid introduction in banking practice helps to strengthen customer relationships and increase loyalty. Radical technological changes have led to a redrawing of the mix of distribution channels for banking services. The growing role of social media reflects the transition from the traditional Web 1.0 model to the interactive Web 2.0, where users are active participants that dictate the marketing transformation and recipients become information providers. (Zlateva, D., 2015, p.3) Today, banks are more increasing number of channels and platforms used for digital delivery service, which requires integration of a substantial part of the activities and their complex offering the audience. The main factor that leads to the appearance of key trends in banking channels is increasing the user experience is happening precisely because the integrated channels for service and delivery of customized solutions for customers. The banking industry has become highly competitive thanks to the developed branches, the system of ATM networks, telephone marketing, online banking. The realization of interaction between banking systems and allows customers to provide fast and adequate service through personalized, convenient and reliable service to customers 24/7 accessibility to banking resources. Justified is the desire of financial institutions to operational efficiency in its branches by delivering quality services based on interactive automated process for data processing. Rapid changes in the technological environment require adequate response and rapid

deployment of integrated logistics management service. These changes lead to the emergence of some trends in distribution channels used in the banking sector (Camgemini, 2012):

- ✓ Banks increasingly increase their investments in mobile technology and software to improve their work with clients

The mobile channel has become a significant part of the bank distribution channels, which is a recognized need as a result of the change in the lifestyles of consumers. Online channels are a strategic tool through which banks accurately select audience and attract customers. The involvement of customers in the sale going through a complete customer engagement. With mobile banking banks provide their customers with services available at any time of day, from anywhere in the world and through any device. The integration of distribution channels contributes to the optimization of the distribution mix of financial institution and for closer collaboration between it and customers to develop deep interaction and maximum customization services. Blurring the line between online services used by mobile devices encourage banks to invest more funds in these two digital channels.

- ✓ The interest is directed towards the realization of mobile deposits and implementing mobile marketing

Changing consumer habits require banks to adapt their activity to them by developing technological solutions that enable the user to carry out banking operations without restrictions of time and space. To encourage online banking, online deposits banks offer higher interest to consumers than a personal visit to their branch network. The advantages of this type of service are adding additional value to the user, making it the main initiator of the desired operations through the use of platforms for online banking. Simultaneously, the client receives timely information on the latest developments and proposals that make the bank through a system of mobile marketing, saves him time and unnecessary administrative inconvenience requiring his physical presence. Mobile technology allows real-time to turn customers into eyewitnesses of the events themselves administer their bank accounts. Do not underestimate the fact that the cost of customer service, performing online banking is lower than others. Offering opportunities for online banking attracts new customers because the modern consumer has the experience and knows the advantages of this distribution channel for financial services. Online banking is a niche for socially oriented and modern banks, which successfully accommodated. Create applications that support the process of online banking, providing convenience and usefulness to consumers by supplying them unique added value. A common practice is financial institutions to work cooperatively with e-commerce sites by providing their customers discount coupons when shopping online. So banks strengthen customer relationships and promote a more efficient service.

- ✓ The role of social media as an effective channel for disseminating information, promoting products and services and the deployment of tools for qualitative social analysis whose results allow for better targeting and increase confidence in the banking institution

Social media is a phenomenon that is not underestimated by any business organization. Customers expect financial intermediaries' information to respond to inquiries and provide financial advice. Social media support informal part of the interactive process between the financial institution and the consumer. Moreover, through this communication channel banks offer their customers. Network traffic is organized thanks to social media and the trend will continue. Using the "Share" allows users to share content in their profiles, which triggers secondary communication (viral marketing) between consumers and encourage sharing on social networks, and brings to the company more targeted visitors. (Zlateva, D.& Kr. Georgieva, 2015, p. 48) Competency-oriented cooperation transmit information about events, presented novelties in terms of products and services offered, as well as receive valuable information through the feedback from your target audience. Banks use social media to offer high level of service and personal interaction with consumers. Through this type of communication financial intermediaries improve the customer experience, manage to refine profile, habits and patterns for a particular behavior. By implementing social analyzes banks increase the competence of their staff in customer relationships and approaches used to react in certain situations. This is a good basis on which to build best practices by sharing experiences between employees in the branches. Social media have quickly become an important part of the integration of banking services and make a contribution to the strategy of "intelligent multi-bank".

Ultimately, the success of each bank depends on customer satisfaction. In terms of increased competition in the financial sector, in parallel driven by technology, banks should strive to maintain and expand their customer base. The introduction of e-CRM in the corporate market was one of the most important tools for banking stability. The advantages of the system for managing relationships with customers can be locked in the following (Mittal, R.K. & R. Kumra, 2001):

- Increasing the use of services of loyal customers;
- Offered price premiums for users of services;
- Attracting new customers from satisfied customers.

CRM system is essential as a tool for social analysis, because it can include various components such as an interface for customer service point of sale, and processing of information may be independent, distributed or centralized; operating part, providing implementation of transactions and operational reporting; a single database; analysis subsystem; distributed system to support sales. (Wikipedia.bg)

Using the system for managing customer relationships enable social media for social analysis that helps to transform the system to communicate with clients and provides valuable information for banking institution. Today, most banks look at social media as a means to increase work efficiency through enhanced cooperation with customers level team. The development of relationships take place in several stages - attracting new customers through satisfied customers, develop customer relationships through personalization, attracting revenue through cross-selling and final customer retention and attract new ones.

- ✓ Special attention is paid to the integration of multiple distribution channels to increase the quality of customer service.

Multi-channel integration is a challenge for modern banks. Financial institutions continue to make investments to achieve multi-channel integration, this aspiration is one of the main objectives set out in their corporate strategies. The challenge for banks is to make a closed loop in the Multi-channel integration by connecting the output of the system with input and make full integration of channels through full coherence between channels. This challenge unlocks a new problem - a change in the thinking of customers and encouraging them towards greater independence in making the desired operations. The investment in multichannel integration is important for banks if they are able to offer their customers new alternative and more effective channels for service. Reducing operating costs through the introduction of multi-channel integration can be stimulated by the price of services or by removing certain services in bank branches. All this is related to money, but investing in improving the IT infrastructure and a number of organizational changes will result in improved service. Mobile banking should be a priority for banking institutions, given the new type of user and changed consumer habits and attitudes. Therefore, efforts need to be aimed at integrating the mobile channel with others for comprehensive modernization and upgrading of the system for customer relationships, combined with adaptive thinking of the management staff to dynamically changing technological environment in which modern society lives. Shifting the focus to Multi channel integration will lead to optimizing the activities of banks and the services they provide. This is the path to achieving a competitive and successful positioning of banking structures by making consumer confidence and turning them into loyal customers.

The financial technologies are on the rise. In parallel, each financial institution has two main objectives: to increase brand awareness and attract new customers while improving value to existing and strengthens their loyalty. The road traveled by the banking institutions is difficult, because in today's information age digital marketing significantly changed the way people expect to be taking place. The dramatic changes in the environment in which banks operate have three basic principles on which we must build their strategies and that shape the face of modern bank - is multichannel, social and mobile. (Kullus,D., 2015)

In the forecast report on developments in the banking sector, Accenture identified several steps banks must take to adapt to the new generation banking. (Accenture Consulting, 2015) They offer three business models that can be applied separately or in combination: Multi-pattern, financial / non-financial digital eco-system and Social Involvement.

Daniela Killus (2015) adds several tools for transition to a new generation of banking:

- ✓ better use of big data sets - the emphasis is on the use of data to generate ideas to move marketing and business decisions;
- ✓ changes to the banking that is user-friendly and not a means of generating profit only banking institution;
- ✓ deployment of mobile applications for quality customer service - innovative technologies for alternative payment systems, virtual currencies and increased competition will encourage financial intermediaries to make more innovations. Buying financial technology, simple advertising and personalization in building relationships with customers will drive innovation in the financial sector;
- ✓ more enhanced investment in social media more fully engage potential customers - social media should be used to implement the interaction with customers and maximum tailor services to their requirements;
- ✓ digitalization of business banking - go to better use and deep analysis of data from the digital channels in the relationship with the business model "B2B" and improving the process of personalization and automation of processes implemented.

Looking at digital marketing trends in financial services, this opinion puts and Carrie Middlemiss. (Middlemiss, C., 2016) Highlights that placed trends are on building a strong presence of banks in the online environment; regulation and compliance of online channels provide adequate security and prevent possible risks; personalization in customer relations through active communication through social media and offering mobile solutions for banking, relying on the experience that users have with mobile technology.

The transition to the promotion of online banking will be much smoother if you use the advantages of online marketing, which will stimulate consumption of this type of banking. For financial institutions in the marketing online is most important content of the presentation information. It helps to attract and maintain customers by integrating multi-channel approaches such as affiliate marketing, direct mail, display advertising, email marketing, search engine optimization and marketing (SEO/SEM), blogs, social media marketing, etc. (Rinaldi, Ch., 2014) Using these marketing tools applied to direct users to a specific landing page, blog or corporate website.

In purely promotional aspect - adapting financial institutions to trending on consumer habits and making the internet as their primary part of life gives grounds to make bold predictions about the development of online financial market as a result of the efforts of banks to more active dialogue with their target audiences. Internet enables access to a huge audience on which Internet communications are a fundamental part of their daily lives. Estimates for the current 2016 are to increase the share of video advertising, targeted ads and display ads re-targeting will become a hit among content providers on the Internet. (DeMers, J., 2015) Expectations are for an increase budgets for mobile advertising. Advances in technology will allow banks to use different specialized software that provides a wealth of information about consumer characteristics. Striving to bridge the gap between offline and online experience will give a serious impetus to the development of banks, which can be seen not only from a marketing aspect, but entirely on the development of Internet technology. Focus will again be SEO, the trend is for banks to rely on longer publishing content. It is expected that a serious invasion of mobile applications. Although perfectly optimized mobile sites give good results, trends they are to shift from mobile applications because they are more comfortable and intuitive. Analysts say 2016 was a key year for awareness of the advantages of mobile applications. (Delipavlova, K., 2016)

For the current 2016 forecasts are mobile traffic to dominate. According to analysis of Google in 2015 for the first time traffic from mobile devices has been greater than that of desktops. Google is changing their algorithms constantly, but recent changes indicate that indexing sites do not qualify those who do not have a mobile version. So for banking institutions need to be aware that their business is in line with the new requirements and trends in digitization.

In summary we can say that the most promising technologies are the most demanding. They require simultaneous change internal "mentality" in the banking structure and change in behavioral patterns of customers. To accept banks new challenges should be subject to compliance with certain regulatory and consistency of technology, bringing together the different distribution channels, making maximum use of the benefits that brings online marketing to promote products and services, leading to successful differentiation banks oversold offered by financial services.

These new capabilities are embedded in the three new banking strategies: "Next Generation Banking": "Intelligent Multi-channel Channel Banking" and "Social Involved Banking" "Financial / Non-Financial Digital Ecosystem" Banking.

The model "Next Generation Banking" can be an effective alternative for some banks, although its construction is a good basis on which to implant innovative capabilities, promoting change in customer behavior and compete for the most competitive market niches with new entrants - bank and non-bank intermediaries. "Intelligent Multi-channel Channel Banking" includes traditional customers through various channels, such as the foundation of formation of the channel stand personal preferences. The key differentiator of this model is the extensive use of analyzes that enable the bank to more effectively establish and relatively quickly to meet customer needs. The key elements of this banking model is tightly integrated with each other through:

1. Innovative multi-channel focusing on digital channels in an integrated banking architecture.
2. Cognitive analyzes based on the efficient collection of customer data, micro-segmentation and modeling to determine the most effective product basket.
3. The interaction in real-time can increase the percentage of realized inbound and outbound contacts
4. Innovative consulting services to unlock the digital channels and personal analysis
5. Proposals for products and related pricing schemes based on micro-segments and optimized through the channels of transmission. As a first step, banks could develop their integrated client access based on a simpler approach and multi-channel architecture. As banks permanently activate new channels and inputs from customers and should be considered an expected improvement of their knowledge, which will then allow banks to identify and create on this basis new micro-segments.¹

The increased accumulation database of customer information properly managed and updated through an advanced platform for managing user data can help improve the chains of value and increased returns from developed product catalogs, commercial campaigns, offers real-time, and lower distribution costs, optimizing the capacity of the preferences of micro-segments.

A bank customer experience based on the right combination of online and offline processes can be strengthened by focusing on specific advice (offline or digital). The expanded product basket of bank allows customers to continuously choices to meet their needs, thereby assisting the bank to know more about the preferences of its customers. Customers of "Intelligent Multi-channel Bank can take advantages of the opportunity to interact with the bank anywhere, anytime, and receive financial products and services based on their needs and behavior through their favorite channels.

6. CONCLUSIONS

Trends in innovation in the financial and banking services showed an upward trend and growing mass scale. Progress and achievements are a function of advanced hardware and software that apply to the provision of banking services. The need to visit a bank branch to obtain a particular service will continue to decline in favor of users who can receive the necessary banking services wherever and whenever they want. In the field of competition banks will continue to apply advances in information technology to better serve corporate and institutional clients.

Financial Technologies also continue to improve, forming more and more segmented information analyzed for the purpose of risk management with increasingly sophisticated empirical techniques. Thus, financial technologies are driven by ongoing development in information technology.

Within the context of dynamic development, regulation of financial intermediaries will continue to stimulate and will be the most significant source of innovation in the coming years. Actions of regulatory authorities from the beginning of the global financial and economic crisis have been directed to reduce bank risk, forcing banks to work differently, causing increase in cost of capital and limit their ability to serve their customers profitably. For society as a whole benefits in terms of reducing the likelihood of future crisis offset by higher costs and restrictions on the supply of services. Banks that innovate its products to minimize their costs and received a competitive advantage.

¹ Micro-segments are the smallest set of customers with the same demographic characteristics and social behavior and underlie to determine the strategic objectives of the bank.

Banks are not alone in innovative ways to provide traditional banking services. When you are part of a chain of value creation can often adopt new technologies with little or no risk because innovation does not disrupt the organization of their existing business model, they will get themselves tested in practice banking products. Financial markets banks are facing constraints operations may perform and actually competing with non-bank financial intermediaries faced with higher regulatory costs.

Banking sector, the Bulgarian contribution and implementation of banking innovate products from parent banks to branches and their subsidiaries in Bulgaria enabling Bulgarian their clients to take advantage of the opportunity to receive banking services and products based on new technologies and ensuring a high level of protection from risks that threaten its security in a dynamic market environment. These positive signals are relevant not only to the banking industry in Bulgaria, but also for other newly joined the European banking market countries and banking sectors. Chain value creation in the banking industry is one of the channels for transmitting positive experience and an opportunity to improve the quality of the banking environment.

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“Some keys to improve hedonic social networks users’ loyalty How to Earn Loyalty from Facebook Users: An Empirical Study”

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Abstract

Loyalty has become a priority for all the marketers in every company and sector. In fact, companies should be interested in finding out which consumer behaviour factors could favour continuance intention. On the other hand, hedonic social networks -particularly Facebook- continue to thrive, being nowadays a consolidated but still promising reality. It therefore seemed interesting to analyse which factors could increase Facebook users loyalty. In our study we have analysed the relationships among some relevant factors related to consumer behaviour, and its final impact on Facebook continuance intention. We have tested our model with a 371 Facebookers sample, to eventually propose some interesting findings, that could result useful to design or redesign hedonic social network environments. Thus, we have detected a positive impact on Facebook continuance intention from attitude, subjective norms, presence and interactivity. Even more, flow and optimum stimulation level have revealed to be antecedents of some of the above, so we can conclude that all the factors proposed, positively affect Facebook users’ loyalty.

Hedonic social networks sites (SNSs) as Facebook are a growing marketing phenomenon. The number of users and time expended on Facebook are far from stop, and the potential benefits for firms and brands are plenty. However, the elements that favour Facebookers’ continuance intention are not fully revealed. On the basis of Oliver’s (1999) theoretical framework we identified personal factors (OSL, attitude), consumption experience factors (presence, flow, interactivity), and social factors (subjective norms) potentially facilitating the continued use of Facebook; and we empirically test and validate the model for a sample of 371 Facebookers. We find that interactivity, presence, attitude and subjective norms are all direct antecedents of user’s continuance on Facebook, whereas OSL and flow prompt positive attitudes towards Facebook so that they indirectly facilitate Facebook continuance intention.

Keywords

Facebook, loyalty, continuance, presence, flow

1. INTRODUCTION

Understanding those factors that drive to loyalty is of great importance for companies nowadays (Martensen *et al.*, 2000). In fact, firms in every sector focus on customers loyalty, as it contributes to profitability (Bowen and Chen, 2015). This also applies to Internet environments, for which the concept of e-loyalty was introduced by Reichheld and Scheffer (2000), who emphasized the importance of customer retention to succeed in on-line operations. Thus, e-loyalty has become a key factor for the survival of some on-line retailers (Ameen and Khali, 2012). One of the most Internet emerging phenomena is social network sites (SNSs), due to the web facilities to allow persons with common interests interact (Sledgianowski and Kulviwat, 2009). Facebook has become the world largest SNS, with 1.55 billion monthly active users, very far from other ones like Tumblr, Instagram or Twitter, with 555, 400 and 320 million users respectively (Statista.com, 2016). That has become Facebook a high potential marketing instrument, as demonstrated by its accumulated 3 percentage of the total advertising market, with even growing expectations (DiChristopher, 2015). As a hedonic social network as it is, Facebook entertains its users, and provides them with fun and escapism. Even more importantly, Facebook has emerged as a relevant channel for branding, marketing communications, and e-commerce (Yang, 2012). This, together with the forecasts that expect Facebook to increase its number of consumers and revenue during the next five years (Tsiotsou, 2015), makes user's continuance on Facebook an interesting issue for both academics and marketers. Research has emerged that explores consumers' loyalty towards SNSs. Nevertheless, most of this research (e.g. Geçti and Gümüş, 2014) focuses solely on the potential influence on SNS's continuance usage of user experience factors. Also, some recent studies like Munnukka *et al.* (2015) have taken into consideration social factors that might have an impact on SNS's continuance. Only few studies like Ruiz-Mafe *et al.* (2014) have been found that consider a more complex compound of potential determinants of SNS usage, which combines personal and experiential factors. Therefore, it appears to be a lack of studies that offer a more comprehensive view of the individual's mechanisms explaining why people keep using SNS. In line with seminal approaches on loyalty, such as that of Oliver's (1999), we propose an integrative model of Facebook continuance that considers the influence of three types of factors: personal aspects depending on the user's personality; factors related to the individual's experience on Facebook; and social factors that reflect the extent to which the society can influence user's decisions on Facebook continuance.

2. METHODOLOGY

After studying the literature, we were able to build a model composed by some of the most relevant constructs related to continuance intention in all the three types. Thus, our integrated model of the user's continuance on Facebook considers personal factors, factors related to the individual's experience with the usage experience of the SNS; and social factors. As the first personal factor we included attitude, as it 'is the single most indispensable construct in social psychology' (Petty *et al.*, 1997:610). Then we added a set of constructs related to the users experience, that have been revealed to be antecedents of attitude, namely interactivity, presence and flow. Furthermore we included optimum stimulation level (OSL) as the second personal factor, as it is an antecedent of flow and therefore indirect antecedent of attitude and continuance intention. We completed the model with subjective norms, as it directly incorporates Oliver's concept about social pressure.

3. LITERATURE REVIEW

The model was constructed on the basis of the concepts in the relevant literature about the main topics of our study, namely continuance intention, attitude, OSL, interactivity, presence, flow and subjective norms. The following is a more detailed explanation of each one of these constructs, accompanied by the hypothesized relationships among them.

Continuance intention

Continuance intention is the criterion construct in our theoretical model, which we understand as the users' willingness to repatronise Facebook in the future (Oliver, 1999). Also on the basis of Oliver's work, we draw a theoretical model of the user's continuance on Facebook that integrates personal, experiential and social determinants of user's continuance on Facebook. As personal factors we consider attitude, as it 'is the single

most indispensable construct in social psychology' (Petty et al., 1997:610) and in fact often related to behaviour and loyalty, as attitudinal and behavioural are considered types of loyalty; and the individual's optimum stimulation level (or OSL). Furthermore, we study the effect of three underlying mechanisms (namely interactivity, presence and flow) that have been identified by previous literature as central elements of user's experiences on HSNs. Finally, we consider the potential effect of social pressure through the construct of subjective norms.

Attitude and OSL

In previous studies, attitude has been found to create loyalty from consumers (Rodríguez-Ardura, 2006). Positive attitude derives in feelings as affective commitment and psychological attachment, which are related to continuance intention. Oliver (1999) states that brand loyalty is built along four stages: (1) cognitive, in which the consumer realizes that the brand is preferable to others; (2) affective, when the user associates positive attitude to the brand; (3) conative, when the behavioral intention arises; and (4) action, when the continuance intention reaches its definitive state. Therefore, positive attitude must be considered necessary to achieve any product or service continuance intention.

H1: Attitude positively affects continuance intention.

OSL is conceived as a personality trait that captures the particular extent of environmental stimuli that an individual looks for so as to feel comfortable (Hebb, 1955). OSL might trigger flow states. Flow has been described as 'the holistic sensation that people feel when they act with total involvement' in a challenging, captivating activity (Csikszentmihalyi, 1975:36). Individuals with a high OSL might look for more intense and challenging experiences, which require high levels of attention and involvement, and all of this is deeply related to the emergence of flow states (Hoffman and Novak, 1996). Thus, the search for challenging experiences, a distinctive feature of high OSL individuals (Csikszentmihalyi, 1975) can be hypothesized as an antecedent of flow states.

H2: OSL positively affects flow

Interactivity, presence and flow

Interactivity has been usually approached in two different ways: from the point of view of the actions and reactions via the technology (Novak et al., 2000), which leads to consider the speed of the interaction with (or within) the system; and in terms of the communication and exchanges provided to users (Chang and Wang, 2008). In our study we have adopted an inclusive definition, so both the speed and the responsiveness of the interaction are considered core components of interactivity. A positive effect of the interactivity on continuance has been observed in various contexts (Kim et al., 2015). We expected to find that same effect in Facebook user experiences.

H3: Interactivity positively affects continuance intention

Presence has been defined as a feeling of either being 'truly' present inside a virtual environment (Lombard and Ditton, 1997), or being surrounded by 'real' people whom the user is interacting (Nowak and Biocca, 2003). On the basis of Lombard and Ditton's proposal, we split presence into two constructs: spatial presence, that relates to the being present-feeling; and social presence, that is, the being with other people-feeling. Social presence is favoured by the two-way communications, which invites to think that interactivity helps to enhance the feeling of presence. Thus, Novak et al. (2000) noticed that speed in the interaction - which is one of the components of interactivity- favours spatial presence. The speed in the feedback to user's actions enhances the feeling of spatial presence; logically, achieving the feeling of being in a remote environment interacting with other users requires high levels of interactivity.

H4a: Interactivity positively affects spatial presence

H4b: Interactivity positively affects social presence

Studies like Cyr et al. (2007) proposed social presence to impact on loyalty in different environments. It is consistent with the concept of e-loyalty as an intention to re-visit the website in the future, what should be favoured by the affective association brought by social presence (McCreary et al., 2015). Thus, we expect to find that social presence serves as an incentive to favour continuance intention in Facebook experiences.

H5: Social presence positively affects continuance intention.

Facebook experiences relate to exploratory, hedonic behaviours, through which the user pursues pleasure, fun or escapism. Consequently, flow is particularly important in hedonic SNSs. Not surprisingly, flow state has found to be a central component of user's experiences on SNSs (e.g. Chang and Zhu, 2012). It results unthinkable to imagine flow situations in low interactivity environments. Thus, Chen et al. (1999) considered that the interactivity that Web provides favours flow experiences, as it helps to distinct it from the everyday activities. So it is easy to think that interactivity favours flow states in HSN experiences.

H6: Interactivity positively affects flow

A relationship between presence and flow has been detected in studies like Novak et al. (2000), who considered presence as an antecedent of flow when studying online interactions. This is because presence involves forgetting about the user's surrounding, which is also a feature of flow experiences. This lets think that the relationship between presence and flow could be detected in SNS user experiences.

H7a: Spatial presence positively affects flow

H7b: Social presence positively affects flow

Attitude

Attitude can be defined as the feeling of a consumer (either positive or negative) towards a product, service, store or brand (Fishbein and Ajzen, 1975). It has been selected as the main personal factor, according to Oliver's consideration (1999:35) of attitude as an 'affective preference' of consumers towards a brand. Some studies like Klein's (2003) have found a relationship between presence and attitude. These findings seem reasonable, as it makes sense to think that if an environment is capable to elicit presence feelings among its users, an increase of their positive attitude towards it can be expected.

H8a: Spatial presence positively affects attitude

H8b: Social presence positively affects attitude

Studies on flow like Lee's (2010) have found that it favours positive outcomes, including positive attitude. As above, it seems logical to think that environments that favour pleasant flow states among their users, will derive in positive attitudes in return.

H9: Flow positively affects attitude.

Subjective norms

Social pressure can act as a motivator to try a product or service (Oliver, 1999; Ajzen and Fishbein, 1980). Particularly, this effect has been found in studies related to the SNS users experience such as Cheung and Lee (2010). For our study we have taken subjective norms as the social factor to analyze. It is a construct introduced by Ajzen and Fishbein (1980), that captures the social pressure to behave in a certain way, which is perceived by the consumer. The individuals 'ferently desire the product or service association affiliates with the social setting' (Oliver, 1999:38). It is easy to understand that if an individual's reference models decide to continue using a particular product, such a HSN, the individual will continue using it himself. Thus, we can conclude that social norms directly influence an individual's continuance intention.

H10: Subjective norms positively affect continuance intention

Interactivity has been empirically associated to favourable attitudes towards the brand (Mollen and Wilson, 2010). Studies like Kim et al. (2015) found a relationship between both constructs when studying user experiences. We expect to find that relationship associated to Facebook usage.

H11: Interactivity positively affects attitude

The closeness to the persons is desirable in social non-online relationships (Hagemeyer et al., 2013). Moreover, online experiences often reflect the real ones (McCreery et al., 2015). Thus, it seems reasonable to think that the feeling of 'being there' -i.e. spatial presence- will favour the 'being together' feeling, when interacting with other people in Facebook. This positive effect is included in our model:

H12: Spatial presence positively affects social presence.

4. CONCEPTUAL MODEL PROPOSED

We built our definitive conceptual model, which collects the information about the constructs taken into consideration for our study, and the hypothesized relationships among them.

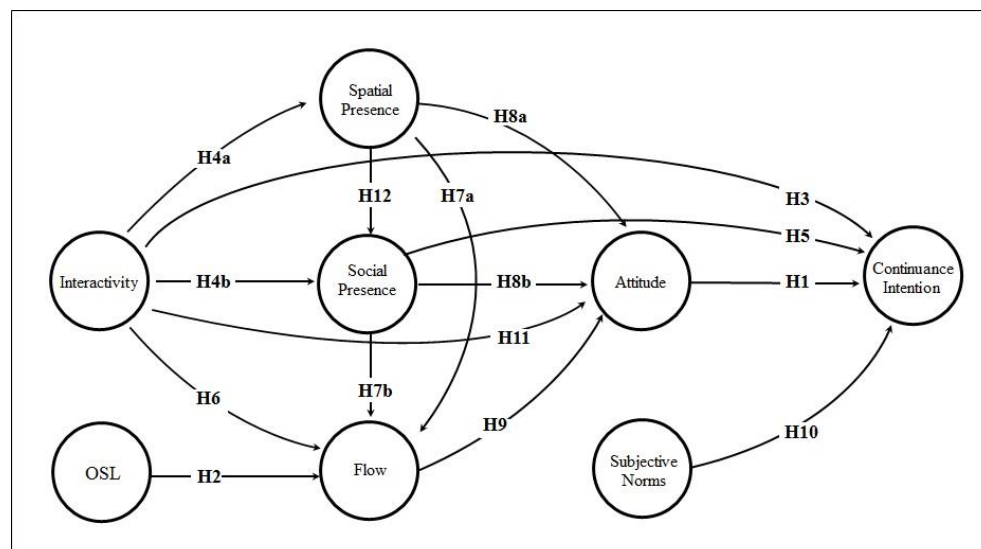


Figure 1 – Conceptual model proposed

5. EMPIRICAL COMPONENT

We carried out a survey that included all the items in the model as questions of a self-administrated questionnaire. The questionnaire was spread using a snowballing method, so every respondent was asked to disseminate it among their contacts. We gathered 371 valid responses, corresponding to individuals 18 years old or over, who had been using Facebook at least once during the previous month. The hypothesized model was tested by using Structural Model Equations (SEM), which we implemented with SPSS Statistic 22.0 and AMOS 22.0.

5.1. MEASUREMENT MODEL

Measurement scales for the study were taken and adapted from previous relevant research, selecting only those relevant scales that were already empirically validated. Internal reliability of the constructs, and convergent and discriminant validity were analysed to evaluate the measurement model. The results were satisfactory for all the measures. The factorial loadings and item-to-total correlations were over 0.6 for all the items. The Cronbach's alpha, average variance extracted (AVE), and composite reliability surpassed their corresponding thresholds (0.7, 0.5 and 0.7, respectively) for all the constructs. The maximum shared squared variance, and average squared variance were both within the acceptable range (less than AVE).

5.2. STRUCTURAL MODEL

We assessed the structural model by testing the absolute, incremental and parsimonious fit indices. Once again all the indices behave satisfactorily. The following absolute fit indices were analysed: chi-square divided by degrees of freedom, root-mean-square error of approximation, goodness-of-fit, adjusted goodness-of-fit and standardized root mean square residual. Incremental fit indices included normed fit index, comparative fit index and Tucker-Lewis index. Parsimonious fit indices measured were parsimonious normed fit index, parsimonious goodness-of-fit index and parsimonious comparative fit index.

The estimation of the model showed that only 2 of the 15 hypotheses were not confirmed, whilst 13 were satisfactorily endorsed (see Table 1).

Table 1 – Table 1. Hypotheses and Structural Model Path Coefficients

Hypotheses and pathways			<i>p</i>	<i>Result</i>
H1 (+)	Attitude	→ Continuance intention	***	Endorsed

H2 (+)	OSL	→	Flow	0.010	Endorsed
H3 (+)	Interactivity	→	Continuance intention	***	Endorsed
H4a (+)	Interactivity	→	Spatial presence	0.011	Endorsed
H4b (+)	Interactivity	→	Social presence	***	Endorsed
H5 (+)	Social presence	→	Continuance intention	0.020	Endorsed
H6 (+)	Interactivity	→	Flow	0.005	Endorsed
H7a (+)	Spatial presence	→	Flow	***	Endorsed
H7b (-)	Social presence	→	Flow	0.450	Questioned
H8a (-)	Spatial presence	→	Attitude	0.364	Questioned
H8b (+)	Social presence	→	Attitude	0.032	Endorsed
H9 (+)	Flow	→	Attitude	0.010	Endorsed
H10 (+)	Subjective norms	→	Continuance intention	0.030	Endorsed
H11 (+)	Interactivity	→	Attitude	***	Endorsed
H12 (+)	Spatial presence	→	Social presence	0.001	Endorsed

*** = Less than 0.001.

6. DISCUSSION

The first hypothesis that resulted questioned was the relationship between social presence and flow. This could be because generally the studies that previously related flow and presence, refer to a wider 'telepresence' feeling, which seems more likely in line with spatial ('being there') than social ('being together') presence, as it should lead to a sensation of forgetting the physical surrounding. On the other hand, it seems reasonable to think that the feeling of being in company with friends will more likely favour pleasant experiences -that eventually should derive into positive attitude- than being physically there, which could explain the second missing hypothesis between spatial presence and attitude.

Further studies could be developed, aimed to deepen the different impact on flow between social and spatial presence. Moreover, more factors related to individuals' psychological aspects could be included, in order to enrich the analysis of the impact of personal factors on HSNs consumers loyalty.

7. CONCLUSIONS

User's continuance is regarded 'as the sine qua non of an effective business strategy' (Heskett, 2002:355). Our model has attempted to shed some light on the phenomenon of Facebook continuance by building, for the first time in the IS literature, a model that integrates personal, experiential and social determinants.

In addition to this, we have found an interesting causal relationship from spatial to social presence, which had not been detected by previous literature. This suggests that HSNs should favour the feeling of physical transportation of consumers to the virtual environment where they cyber-meet with their friends; so users will be more likely to feel they are in their company, which helps to improve their loyalty towards the HSN.

Finally, our study has been able to extend the knowledge about the HSNs users behaviour, by evidencing the existence of relationships that, even having been found in other online environment studies, had never been found in HSNs studies. This is the case of the positive impact between social presence and continuance intentions. This relationship is interesting as it invites to consider a relationship between spatial presence and continuance intention, as spatial presence as revealed to influence social presence. Similarly, our study has revealed relationships that, having been found in other online studies, had never been applied to the analysis of HSNs users experience. Thus, positive influence of OSL, interactivity and presence on flow; interactivity on presence; presence, flow and interactivity on attitude; and interactivity and attitude on continuance intention, previously detected when analysing other online experiences, have with our study been revealed on HSNs usage for the first time.

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Consumidores verdes: tendências europeias

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Abstract

Os produtos denominados “verdes” têm vindo a conquistar cada vez mais espaço nos cabazes de compras dos consumidores. Porém, não existe uma clara definição de produtos verdes, sendo este conceito por vezes difuso quer na visão das empresas, quer na visão dos consumidores. Por este motivo é fundamental para as empresas compreenderem o processo de decisão e as características valorizadas por estes consumidores “verdes” que tendem a crescer em valor e, também, em volume.

Este trabalho avalia as tendências em Portugal, face a outros países da União Europeia, no que diz respeito ao mercado dos produtos “verdes”. A investigação foca-se no consumidor e é distribuída por seis vertentes específicas: comportamentos e atitudes, influências de considerações ambientais nos hábitos de consumo, pontos de vista acerca de ações para solucionarem problemas ambientais, grau de confiança quanto a reivindicações sobre o desempenho ambiental de produtos, consumo sustentável de alimentos e conhecimentos sobre produtos “verdes”.

Os resultados, obtidos pelo tratamento de dados de mais de 25.000 indivíduos representando todos os países da UE, sugerem que Portugal segue a maioria das tendências verificadas na EU. Com exceção ao que respeita a “comportamentos e atitudes” e a “influências de considerações ambientais nos hábitos de consumo”. Constata-se, ainda, que o género parece não exercer influência na definição do perfil dos consumidores “verdes” portugueses. Contudo, a idade revela-se importante nesta avaliação. Os países europeus com maior afinidade cultural a Portugal não mostram comportamentos mais próximos dos portugueses que os restantes países da UE.

Keywords

Produtos verdes, Mercado verde, Comportamento do consumidor, Consumo sustentável, União Europeia

1. INTRODUÇÃO

A noção de produtos «verdes», também por vezes denominados por produtos amigos do ambiente, começou a ganhar protagonismo em meados dos anos 90 (Paço & Raposo, 2009). Sendo portanto um fenómeno relativamente recente. Apesar do seu crescente interesse e valor económico, ainda não existem métodos exatos para a sua definição. Por conseguinte, considera-se como produtos verdes todos aqueles que causam menos impacto ao meio ambiente do que os seus alternativos (Dangelico & Pujari, 2010; Durif, Boivin & Julien, 2010; Dangelico & Pontrandolfo, 2010).

Numa sociedade cada vez mais desperta para as questões ambientais, é fundamental compreender o comportamento dos consumidores no que refere ao mercado destes produtos. Perceber esta dinâmica contribuirá para incrementar o conhecimento nesta área e poderá trazer ferramentas de apoio à decisão para organizações.

Este trabalho procura contribuir para o aprofundamento do conhecimento sobre o comportamento dos consumidores verdes, tendo como base de análise uma amostra de 25.568 consumidores, provenientes de 28 países europeus, recolhida pela TNS Political & Social network, no âmbito do FLASH EUROBAROMETER 367.

Através do desenvolvimento de uma abordagem estatística multivariada procura-se aferir o comportamento dos europeus no domínio do consumo dos produtos verdes, efetuando uma análise comparativa com a realidade portuguesa.

2. METODOLOGIA

Para ajudar a responder estas questões, utilizaram-se os dados reunidos pelo FLASH EUROBAROMETER 367 acerca das atitudes dos europeus com relação ao estabelecimento de um mercado de produtos verdes, examinando os níveis de conhecimento dos cidadãos europeus com relação aos produtos verdes e suas razões que os levam a comprar ou não produtos ambientalmente amigáveis.

Esta fonte de dados permitiu a análise da perceção de um conjunto muito vasto de consumidores, provenientes de 28 países na Europa, que de outra forma seriam dificilmente contactáveis e analisados. O tratamento efetuado sobre estes dados permite aferir ligações de dependência entre variáveis, não constantes do tratamento efetuado pela TNS. Acrescente-se, ainda, que o relatório da European Commission (2013) regista cerca de duas dezenas de menções a comportamentos do consumidor português atípicos ou dignos de destaque, pelo que análise do comportamento destes se torna pertinente no âmbito deste trabalho.

Neste trabalho efetua-se um tratamento essencialmente quantitativa, através de diversos testes de independência, para testar se Portugal tende a seguir o comportamento do resto da EU, no que se refere ao mercado de produtos “verdes”. São também testadas eventuais influências do género e da idade sobre o comportamento dos consumidores portugueses, e posterior comparação com os consumidores dos demais 27 países participantes no estudo.

São ainda executadas algumas análises de clusters, que determinam a proximidade cultural com Portugal, aferindo-se se os resultados tratados deste modo apresentam diferenças significativas dos constantes no relatório da Comissão Europeia.

3. REVISÃO DA LITERATURA

Existem muitos exemplos de que a raça humana tende a alterar o seu meio físico e social, por vezes com consequências catastróficas. Porém, se no passado essas crises se confinavam a regiões específicas, nos tempos modernos estas tendem a ser globais (Weinberger, Jörisen & Schippl, 2012).

Os problemas ecológicos, segundo Griskevicius, Cantú e Vugt (2012), surgiram devido a comportamentos causados fundamentalmente por cinco influências:

- Interesses próprios (em detrimento do bem estar comum);
- Status relativo (altruísmo competitivo);
- Imitação social;
- Valorização do presente em detrimento do futuro;
- Menosprezo por problemas menos tangíveis.

No século XX, por via das alterações no cenário económico e social, surgiram tendências que pressionaram o sistema capitalista, então vigente, para uma gestão socioeconómica mais sustentável, numa perspetiva ambiental (Mendes, 2012).

Um dos primeiros *workshops* sobre marketing «verde» realizou-se em 1975, por iniciativa da American Marketing Association (Guimarães, 2005; Paço e Raposo, 2010). Mas segundo Mendes (2012), a política «verde» iniciou-se na Alemanha. A formação de um Partido Verde em 1970 foi o primeiro passo para o movimento ambientalista na Europa (Lampe & Gazda, 1995). A Holanda destacou-se por ter sido pioneira na aposta em energia «verde» (Midttun, Jakobsen, Kramer, Lagendijk & Voogt, 2005; Bird, Wustenhagen & Aabakken, 2002).

Segundo Marotta e Nazzaro (2012), um dos principais esboçadores na EU de uma consciência coletiva, sensibilizada para as questões ambientais, foi um green paper emitido pela Comissão Europeia em 2001, intitulado «Corporate Social Responsibility». Outros autores citam como referência um outro green paper de 2007, «Adapting to climate change in Europe - options for EU action» (Biesbroek & Swart, 2014).

Em 2013, a EU adotou uma estratégia comum de adaptação às alterações climáticas, com três grandes objetivos:

- Promover o incentivo e a orientação, nos estados membros, da adoção de estratégias nacionais de adaptação, coordenadas e coerentes;
- Fundamentar essas estratégias de forma mais robusta, usando plataformas de inovação e pesquisa da própria UE;
- Incentivar o foco em setores-chave, integrando, se necessário, as estratégias em leis, programas ou fundos europeus.

A implementação destas estratégias está ainda numa fase embrionária na Europa (Biesbroek & Swart, 2014), carecendo que se analise com maior detalhe os determinantes da consciencialização e prática “verde” por parte dos consumidores e das organizações.

Mendes (2012) refere um aumento do espírito crítico do consumidor nos últimos anos, que com os novos formatos tecnológicos de comunicação rápida e massiva, se consciencializou de que a sustentabilidade faz parte de uma nova era, e que não há possibilidade de evitar a concretização desta tendência. Neste mesmo sentido, encontra-se a noção de que o desenvolvimento sustentável é consequência da ação refletida de todo e qualquer consumidor (NATO, 1996); “sempre que alguém toma a decisão de comprar (ou não) um produto, há um potencial de que essa decisão contribua para um padrão de consumo mais ou menos sustentável” (Moisander, 2007, p. 404).

Mafud (2010) corrobora esta opinião, alegando que “o interesse e a preocupação pelas questões ambientais evoluíram nas últimas décadas em diferentes caminhos, sendo intensificados nos últimos anos, e despertando a atenção de diversos setores da sociedade” (p.9). Este autor sugere ainda que os crescimentos demográficos e industrial impulsionaram o consumo, e com este, o consumo consciente e a procura da sustentabilidade.

À medida que o mundo considera formas mais ecológicas de crescimento económico, os países e setores estão a começar a posicionar-se para a economia “verde” emergente, sendo que cada país tem os seus nichos de competitividade “verde” (Fankhauser, Bowen, Calel, Dechezleprêtre, Grover, Rydge & Sato, 2013). Neste sentido, durante a década de 1990 houve um aumento substancial do número de trabalhos que incidem sobre os determinantes do comportamento verde.

Apesar do crescente enfoque nesta temática, existem ainda pontos de divergência entre autores, existindo uma corrente que defende que consumir “verde” e consumir de forma sustentável são conceitos diferentes, e que não basta adaptar as políticas, a indústria, ou os produtos. Considera-se, ainda, que é necessária uma

profunda sensibilização do consumidor para a problemática dos recursos escassos e do consumismo desenfreado (Lorek & Spangenberg, 2014; Akenji, 2014; Mont & Plepys, 2007).

Conceitos como o greenwashing surgem também como uma das vertentes de desvalorização e má interpretação/reconhecimento dos consumos verdes. O greenwashing traduz-se numa perceção negativa por parte dos clientes finais, devido a marketing de consumíveis supostamente amigos do ambiente, sem que na realidade o sejam. Este fenómeno pode manifestar-se pelo menos num dos seus «sete pecados mortais», nomeadamente, o *hidden trade-off* (o consumidor não está na posse de todos os aspetos positivos e negativos da transação), a falta de provas, a imprecisão (informações vagas), a irrelevância, «o menor de dois males», o *fibbing* (uso de informações falsas, embora supostamente inofensivas) e a idolatração de falsos rótulos (Bagatini, 2012; Peatie & Crane, 2005, citado em Durif, Boivin & Julien, 2010, p.25). Segundo Chen, Y. e Chang, C. (2013), a confusão causada no consumidor por informação a mais pode estar na génese de alguns casos.

Durif, Boivin e Julien (2010) efetuaram uma pesquisa por referências a este tema, cobrindo uma base de 3.000 jornais científicos, numa janela temporal de 30 anos, tendo encontrado 179 trabalhos de referência. Procurando estabelecer uma definição consensual, estes autores integraram numa abordagem única 35 definições encontradas, tendo culminado na seguinte:

“Produto «verde» é aquele cujo desenho e/ou atributos (e/ou produção e/ou estratégia) usa recursos recicláveis (renováveis/livres de tóxicos/ biodegradáveis) e que melhora o impacto ambiental ou reduz os danos tóxicos ambientais ao longo de todo o seu ciclo de vida” (Durif, Boivin & Julien, 2010, p.31).

Segundo Krahmann, (2012), os produtos “verdes” distribuem-se por três classes. A primeira são produtos convencionais, associados às emissões reduzidas de CO₂, com grande prevalência de benefícios individuais (consumidor) sobre os coletivos (ambiente ou património comum). A segunda classe constitui-se de produtos que tanto propiciam mais-valias individuais como coletivas, ou onde se verifica uma relação entre ambas - é o caso dos vidros duplos ou das energias solar e eólica. A terceira categoria aplica-se aos bens que apenas têm por meta reduzir as emissões de GHG, ou seja, que beneficiam o meio ambiente mas sem contributos diretos para os consumidores.

Chamorro e Benegil (2006), citados por Bagatini (2012, p.31) propõem uma segmentação para os produtos verdes estruturada da seguinte forma:

- Produtos «verdes» básicos, quando o fabricante apenas leva em conta as características do produto nas fases pós-compra;
- Produtos «verdes» extra, quando o processo de fabrico contempla procedimentos ecológicos;
- Produtos «verdes» totais, quando as práticas ecológicas foram implementadas em todas as atividades da empresa, e as organizações inter-relacionadas não contradizem os seus princípios e políticas.

Dangelico e Pontrandolfo (2010), na tentativa de estabelecerem referências, sugeriram um referencial tridimensional, uma «Matriz de Opções Verdes», onde se avaliam as seguintes dimensões:

- Quando – em que fase do ciclo de vida do produto se manifestam as suas características pró-ambientais;
- Porquê – quais as razões pelas quais deve ser considerado amigo do ambiente;
- Quanto – intensidade do impacto do produto sobre o ambiente (negativo, nulo ou positivo).

Estes autores concluem, na sua pesquisa, que o setor dos bens de consumo final é aquele onde se deteta maior diversificação de práticas e produtos “verdes”.

Pelo que existem muitas abordagens que estudam o comportamento dos consumidores e analisam as políticas que influenciam o seu comportamento, das quais se salientam pela sua maior abordagem as seguintes: relevância dos stakeholders na cadeia de valor; práticas quotidianas dos consumidores; e sensibilização, notoriedade e associação como pré-condições do comportamento sustentável (Akenji, 2013).

A abordagem de relevância dos stakeholders na cadeia de valor (Akenji e Bengtsson, 2010) considera existência de um modelo triplo (influencia, interesse e instrumentos) que, combinado com os fatores macro, influencia o comportamento dos diferentes agentes em geral e do consumidor em particular.

Constata-se que os fatores internos e externos detêm um papel decisivo no comportamento do consumidor de pró-ambientalistas e pode variar consideravelmente entre os países (Ritter, Borchardt, Vaccaro, Pereira, Almeida, 2014). A maioria das pesquisas centrou-se sobre esses componentes e sua influência nas cinco etapas do processo de decisão de compra. A maioria dos resultados demonstram que indivíduos com maior consciência ambiental tendem a entender melhor as externalidades positivas dos produtos verdes e são mais propensos a consumi-los em uma base regular (Kim et al., 2012; Moser, 2015).

Mainieri et al. (1997) apresentaram resultados que sugerem que os comportamentos pró-ambientalistas têm na sua gênese uma exposição regular a este conceito e às práticas associadas, demonstrando a influência de elementos internos e externos, em todas as cinco fases do modelo de decisão de compra.

A tabela que se segue procura sintetizar algumas das dimensões referenciadas como influenciadores do comportamento do consumidor, encontradas nos vários modelos que, ao longo das última quatro décadas, tentaram estabelecer os elementos que determinam e influenciam o comportamento do consumidor para consumo de produto verde.

Table 1 – Influências no comportamento “verde”

Tipo de influência	Conceito	Indicadores	Referências
Interna	Demográficas	Género, idade, rendimento, educação	Shrum et al. (1995) Steg, Dreijerink, e Abrahamse (2005)
	Psicográficos	Atitudes e valores	Minton and Rose (1997) Steg et al. (2005) Sheth, Sethia, e Srinivas (2011)
Externa	Públicas e governamentais	Promoção, programas educacionais, políticas públicas	Nicosia (1966) Childers e Rao (1992)
	Empresas	Comunicação, publicidade, rotulagem e embalagem	Shannon, Story, Fulkerson, e French (2002)
	Disponibilidade de produtos	Estratégia do retalho	Mainieri et al. (1997)
	Outras influências	Cultura, família, amigos, líderes opinião	Moser (2015)

Fonte: Adaptado de Couto et al (2016)

Vários estudos relataram sobre a influência de variáveis de segmentação tradicional (sociodemográficos) e psicografia sobre decisões de compra dos consumidores em termos de produtos verdes (Sheth et al., 2011; Steg et al., 2005).

O comportamento do consumidor verde não é uma questão simples, incluindo influências internas e externas que precisam ser consideradas e que impulsionam a nos debruçarmos sobre as seguintes questões sobre o comportamento do comprador verde:

1. Em que medida Portugal apresenta comportamentos distintos com relação aos demais países da Europa, no que respeita ao processo de decisão de compra de produtos verdes?
2. O género influi as tendências de Portugal face à EU?
3. Em que medida a idade dos consumidores em Portugal comparativamente à EU influencia a sua perceção do consumo verde?
4. Qual o efeito das questões culturais dos países no comportamento de consumo verde?

4. RESULTADOS

Há presente data, não existem muitos estudos que efetuem uma análise mais alargada do comportamento do consumidor verde, ou seja, que analisem a realidade fora de um conjunto de países desenvolvidos (EUA,

Austrália, Alemanha, França, Dinamarca e RU)(Diamantopoulos et al. 2013) ou emergente, como é o caso da China. Pelo que o presente trabalho analisa as motivações do consumidor verde e os seus hábitos na Europa, comparando a realidade verificada em 28 países. Os dados utilizados para este estudo foi obtidos pela TNS para Comissão Europeia, direção-geral do ambiente. Este é um inquérito público geral coordenado pela direção-geral para a comunicação, abrangendo uma população representativa das diferentes nacionalidades constituintes da União Europeia. O inquérito foi efetuado a residentes dos 27 Estados-Membros e Croácia, com idades entre 15 anos e mais, sendo que alguns dos respondentes de diferentes grupos sociais e demográficos foram entrevistados através do telefone (fixo e celular) na sua língua materna. O projeto de amostra básica aplicado em todos os Estados é aleatório, tendo-se obtido uma amostra aleatória estratificada por região NUTS2 e urbanização geográfica.

As análises que foram realizadas melhoram o tratamento original de dados que havido sido realizado. Assim, a amostra empregue neste trabalho é composta por 25.568 inquiridos, em que 1.000 são portugueses, o que corresponde a uma fatia de 3,8 %.

O espetro amostral de idade em Portugal não é idêntico aos demais países da EU27. O extremo inferior é quase coincidente, mas a EU27 está representada por uma amostra com idades mais elevadas. Além disso, a média de idade da amostra da EU27 (51 anos) é superior à de Portugal (47). Esta informação está resumida nas boxplots da figura que se segue.



Figura 1 – Boxplots com espetro e média etária amostral da EU27 e Portugal

A forma como os escalões etários estão repartidos é reproduzida na figura que se segue. É possível observar que na amostra da EU27 o escalão acima dos 55 anos acumula uma maior percentagem do que na amostra portuguesa. O inverso sucesso nos escalões mais jovens, principalmente no escalão entre os 25 e os 39 anos em que Portugal apresenta um número superior de participantes.

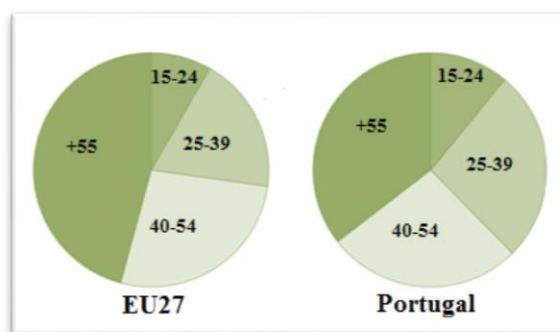


Figura 2 – Repartição amostral dos escalões etários na EU27 e em Portugal

Para aferir em que medida Portugal apresenta comportamentos distintos com relação aos demais países da Europa, no que respeita ao processo de decisão de compra de produtos verdes, e com base no quadro teórico

que sugere a existência de diferentes elementos a considerar, subdividiu-se esta hipótese em seis dimensões, a saber: comportamentos e atitudes face ao mercado, influência de considerações ambientais nos hábitos de consumo dos portugueses, ações para solucionar problemas ambientais, grau de confiança em reivindicações dos produtores sobre o desempenho ambiental de produtos, consumo sustentável de alimentos e conhecimentos sobre produtos “verdes”. Com as variáveis inerentes às dimensões comportamentos e atitudes face ao mercado, influência de considerações ambientais nos hábitos de consumo dos portugueses, grau de confiança em reivindicações dos produtores sobre o desempenho ambiental de produtos, consumo sustentável de alimentos e conhecimentos sobre produtos “verdes” foram efetuados testes Wilcoxon-Mann-Whitney.

Porém para analisar a dimensão correspondente às ações para solucionar problemas ambientais, analisou-se um conjunto de 15 variáveis fornecidas por dois grupos de perguntas de caráter categórico, pelo que se procurou encontrar sinais de independência através de testes de qui quadrado.

Para se verificar se o género e a idade influenciam as tendências comportamentais dos consumidores portugueses comparativamente às europeias no que respeita aos produtos verdes, isolaram-se os dados relativos a Portugal, e posteriormente procedeu-se a testes de independência não paramétricos, para verificar se o género e a idade têm ou não influência nas respostas dos portugueses.

Para aferir a relevância das questões culturais no comportamento do consumidor, utilizaram-se os indicadores culturais de Hofstede (Hofstede, 1980) que se traduzem nas seguintes dimensões: distância ao poder; individualismo; masculinidade; aversão à incerteza; pragmatismo (visão a longo prazo) e tolerância. Foram recolhidos dados de Portugal e de cada um dos restantes países da EU27 para as dimensões de Hofstede, que posteriormente foram importados para um software de tratamento estatístico. Neste, foi efetuada uma análise de clusters, na qual os critérios utilizados foram o Método do Máximo e a Distância Euclidiana.

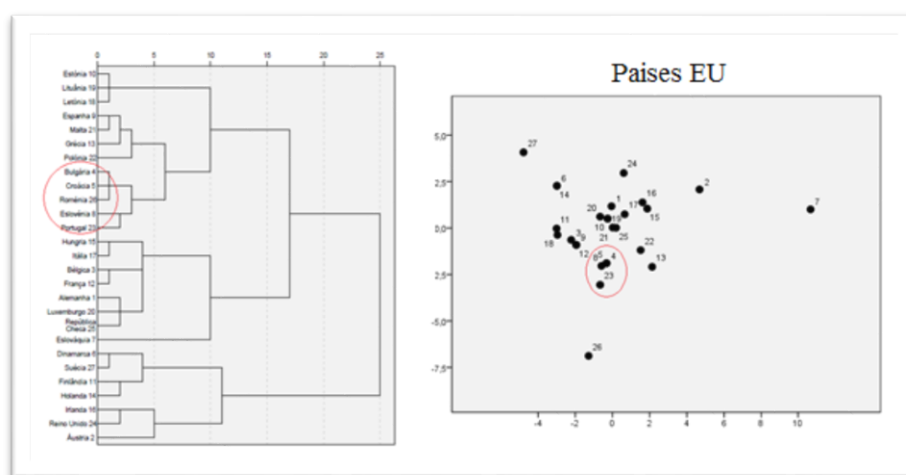


Figura 3 – Dendrograma e mapa de clusters, para a afinidade cultural entre os países da EU27

Da observação da Figura 3 constata-se que os países da EU27 culturalmente mais próximos de Portugal são a Bulgária, a Croácia e a Eslovénia.

5. DISCUSSÃO

Com vista à validação da primeira hipótese foram efetuados testes à igualdade de medianas para cinco das dimensões, tal como referido anteriormente, tendo-se obtidos os seguintes resultados:

- Uma vez que 18% dos resultados apontam que os consumidores portugueses seguem a tendência europeia, pelo que se infere que Portugal não tende a seguir os comportamentos e atitudes dos europeus face ao mercado;

- Com relação à influência de considerações ambientais nos hábitos de consumo, os testes à igualdade de medianas apontam de forma unânime para a ideia de que os consumidores portugueses não seguem a tendência observada na Europa;
- 87 % dos resultados apontam para uma dependência entre as respostas dos portugueses e dos outros europeus no que respeita às ações a tomar para solucionar os problemas ambientais, pelo que se infere a partilha de pontos de vista neste tópico;
- Com que relação ao grau de confiança nas informações divulgadas pelos produtores sobre o desempenho dos produtos, 64% dos resultados apontam para uma dependência, pelo que se infere que Portugal tende a mostrar o mesmo grau de confiança que os outros países europeus;
- Constatação similar ocorre ao nível do consumo sustentável de alimentos, derivada da homogeneidade dos resultados obtidos;
- Os diversos testes efetuados sobre o conhecimento dos produtos verdes apontam para resultados diferentes: metade apontam para uma tendência de Portugal seguir a EU, enquanto a outra metade sugere o oposto.

No que respeita à segunda hipótese, os resultados sugerem que, no que respeita aos comportamentos e atitudes face ao mercado dos produtos “verdes”, à confiança nas reivindicações sobre o desempenho ambiental destes e ao conhecimento dos europeus sobre este tema, o género parece não ter influência significativa nas respostas. Nas restantes vertentes, todavia, poderá suceder o oposto.

Os resultados no que diz respeito aos comportamentos e atitudes face ao mercado dos produtos “verdes”, bem como à influência de considerações ambientais sobre os hábitos de consumo, a idade parece não exercer influência significativa nas respostas. Nas vertentes restantes, os testes mostram que o escalão etário poderá influenciar as respostas, chamando-se a atenção para o facto de que a percentagem obtida na vertente do conhecimento dos europeus acerca de produtos “verdes” se situa no critério de rejeição.

O teste à hipótese H4 consistiu numa análise de clusters baseada comportamento dos quatro países com proximidade cultural, face aos demais Europeus.

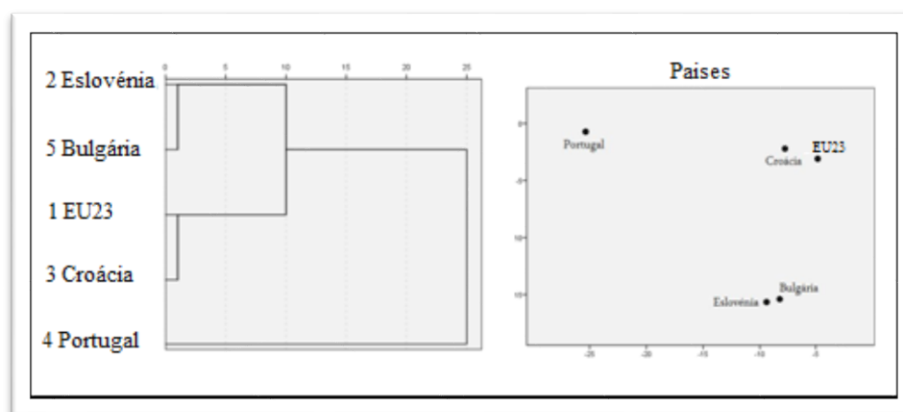


Figura 4 – Dendrograma e mapa de clusters, para Portugal, Bulgária, Croácia, Eslovénia e o restante da Europa

Esta análise de clusters foi testada com recurso a outros métodos e intervalos e dos resultados conclui-se que a análise não depende dos parâmetros utilizados, inferindo-se que Portugal não tende a seguir os comportamentos dos países culturalmente mais próximos.

6. CONCLUSÕES

Os trabalhos no domínio do comportamento verde têm crescido ao longo das últimas décadas, utilizando-se diferentes sinónimos, tais como comportamento ambiental, comportamento verde, comportamento ecológico, comportamento ambientalmente amigável e comportamento sustentável. Esta panóplia de designativos reflete não só a crescente importância deste conceito, mas acima a necessidade de consolidação do mesmo. Acresce que a maioria dos trabalhos desenvolvidos neste domínio se encontram centrados num número reduzido de países, pelo que com este trabalho se procura apresentar uma análise mais lata com recurso aos dados do Flash Eurobarometer 367.

Os resultados obtidos após o tratamento estatístico sugerem que, numa perspetiva generalizada, Portugal tende a seguir os comportamentos e atitudes dos europeus face ao mercado dos produtos “verdes”. As exceções surgem nos comportamentos e atitudes indagados e nas influências exercidas por considerações de carácter ambiental. Estas duas componentes são decisivas no processo de decisão de compra, tal como enunciado por diversos autores e referenciados por Couto et al. (2016), pelo que deverão ser tidos em consideração na agenda política e no modo como as empresas pretendem influenciar as atitudes dos consumidores portugueses via comunicação e promoção dos seus produtos.

Acerca da influência do género sobre os comportamentos dos portugueses, conclui-se que, de uma perspetiva holística das seis vertentes sobre as quais o European Commission (2013) se debruçou, o género não parece exercer influência sobre o consumidor “verde” em Portugal. Porém, o relatório europeu mencionava três situações em que o género fazia a diferença (para a EU), deixando aqui uma pista para futuras investigações.

Acerca de eventuais influências do escalão etário sobre o comportamento dos portugueses, infere-se que, de uma forma genérica, a idade tem influência sobre as preferências e atitudes do consumidor em Portugal.

Quanto a possíveis influências exercidas por fatores culturais, as análises de clusters apontam, embora de forma empírica, para uma ausência das mesmas; se tais existissem, seria expectável que Portugal se integrasse com um ou vários dos países que, segundo Geert Hofstede, lhe são culturalmente mais próximos. Isso não se verificou; o que os resultados dos testes mostram, pelo contrário, é que Portugal tende a isolar-se destes e também dos restantes países da EU.

As diferentes constatações obtidas neste estudo apontam para a necessidade de uma análise mais detalhada do comportamento dos portugueses e do desenvolvimento de políticas que possibilitam uma verdadeira prática de consumo e produção verde no nosso país.

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Business Model Innovation: A Systematic Literature Review

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Abstract

Business model innovation (BMI) is core for entrepreneurship in industrial or service sectors, including tourism. Our submission focuses on the development of the field of BMI. We perform systematic literature review based on 316 valid papers indexed on ISI Current Contents, published between 2000 and 2015.

Bibliometric results indicate a significant increase in the number of papers, journals and authors, and lack of specialized journals/authors publishing regularly in the BMI field. Thematic analysis reveals that BMI has been extensively studied, however there is rarely any cumulative knowledge effect between authors. Most researches were conceptual or qualitative, however few constructs have been defined and tested to enable quantitative studies.

We conclude that there had been little evolution in terms of theoretically developing the BMI field. We argue that there is a need to adopt already existing conceptual models, develop constructs and validate them with primary quantitative data and advanced statistical analysis.

Keywords: Business model, business model innovation, business model elements, knowledge visualization, visual mapping, NVivo;

1. INTRODUCTION

According to the perspective of Industrial Marketing and Purchasing Group, firms are associated by relationships and rooted in business networks (Axelsson and Easton, 1992). These networks as well as technology and market offering are identified by Mason and Spring (2011) as the core elements of business models. Therefore, business models may be defined as a group of elements that allow to configure a firm's business, while Business Model Innovation (BMI) implies performing changes in those elements or in the used combination of elements so as to increase the value created by the firm, and has been an increasingly popular topic for scholars in the last decades due to societal and market changes and the adoption of the open innovation paradigm (Chesbrough, 2010, Amit and Zott, 2012, Zott et al., 2011).

In the last 15 years, several tools have been proposed, the relationship of business models with strategy and entrepreneurship has been addressed (Casadesus-Masanell and Ricart, 2010), as well as relationship with performance, while in the latest years the focus has switched to encompass, as well, the challenges raised by e-business, social enterprises, open and collaborative innovation, value creation and sustainability and focus on the client/beneficiary as center of the business model (Demil et al., 2015, Girotra and Netessine, 2013, Hacklin and Wallnofer, 2012, Roy and Karna, 2015, Ogilvie, 2015, Zott et al., 2011). However, the cumulative logic of science only imperfectly applies to this field, as we will point out in our results, as future research directions of more recent papers sometimes point the need to study results that have been already obtained.

In order to fill the identified gap, the current research aims to create knowledge by integrating the research published in journals with impact factors in the area of BMI, between 2000 and 2015.

To develop our research, we perform a systematic literature review (Saur-Amaral et al., 2013, Tranfield et al., 2003), following a three step approach: planning (development of the review protocol), searching (implementing the review protocol by two independent researchers), and reporting (analysing results and developing literature maps).

We use as scope ISI Web of Science - Current Contents Connect, filtered on Social & Behavioral Sciences, as this database is a worldwide scientific database recognized among the academia in any field of knowledge, where impact factor journals are currently indexed.

Next, we export results to Endnote X7 and perform a first selection of valid results. Finally, we perform statistical and content analysis so as to identify key journals, authors, methodologies and tools for BMI, as well as key research questions and future research directions for research paths identified in the previous phase. We use in NVivo 11 to build thematic maps.

Our paper is organized as follows. First, we describe in the methodology chapter the relevant aspects for the systematic literature review. Second, we present the results obtained from the systematic literature review, namely descriptive statistics on relevant sample, as well as top authors, publication years, top journals, content analysis results and literature maps with key identified schools of thought and key thematic areas of study. Finally, we end with a critical discussion and indicate future research directions.

2. METHODOLOGY

This research is conceptual and build on data collection from an academic bibliographic database where impact research is indexed.

Our methodological options unfolded between traditional literature review, systematic literature review and meta-analysis (Saur-Amaral et al., 2013, Tranfield et al., 2003, Jesson et al., 2011). The latest is used when large quantity of standardized quantitative studies have been developed, which was hardly the case in BMI, so we eliminate this option at start.

On one hand, traditional review had been criticized extensively as it is seen to be unable to produce reliable evidence and was indicated as norm for undergraduate studies, yet unfit for postgraduate or scientific research studies, due to the lack of search protocols and author subjectivity in selecting the papers to be analyzed (Jesson et al., 2011, Petticrew and Roberts, 2006, Saur-Amaral et al., 2013).

On the other hand, systematic literature reviews allow to overcome these limitations they allow to plan, pursue transparent data selection procedures, and combine statistical analysis with thematic analysis (Briner and Denyer, 2012, Denyer and Tranfield, 2009, Kofinas and Saur-Amaral, 2008, Saur-Amaral and Amaral, 2010, Saur-Amaral and Kofinas, 2010, Pittaway and Cope, 2007).

Taking into account the criticism, in our research we opt for systematic literature review, and we apply the three steps associated to this type of literature review (see Table 1).

After a previous unstructured review of topic, we develop the search protocol to support the systematic literature review (identification of keywords, planning and definition of search criteria, definition of filters and rules for valid results).

Two independent researchers, after developing the review protocol, strictly perform the search on ISI Web of Science – Current Contents, recording all the steps applied and comparing intermediate and final results, so as to allow transparency and replicability of the research.

Table 1 – The process of a systematic literature review (Saur-Amaral et.al, 2013, adapted from Tranfield et. al, 2003)

Steps	Methodological concerns
Planning the review: <ul style="list-style-type: none"> • Why do a review? • Prepare review proposal • Develop a review protocol 	<p>May require previous studies to better understand the field and identify alternative ways on how the topic has been previously addressed.</p> <p>The review protocol should contain a conceptual discussion of research problem.</p> <p>Keywords and search terms should be identified.</p>
Conducting the review: <ul style="list-style-type: none"> • Identify research • Select studies • Assess their quality • Extract data • Synthesize data 	<p>Should be a comprehensive, unbiased search, rigorously applying the review protocol and the inclusion/exclusion criteria.</p> <p>Search should be reported in sufficient detail to ensure replicability.</p> <p>Disagreement between reviewers should be explained and consensus should be reached.</p> <p>The output of the search should be the full list of relevant results.</p>
Reporting and dissemination: <ul style="list-style-type: none"> • Developing the report • Dissemination into practice 	<p>Should be clear and effective.</p> <p>Two types of reports can be produced: descriptive analysis of all results (most relevant authors, journals etc.) and thematic analysis (emergent themes and research questions).</p>

Next, we export the results to Endnote X7, where we perform the preliminary relevance analysis and selection of valid results based on abstracts. We import full text files into NVivo 11 for content analysis and code, using as an orientation framework the most frequent words in abstracts and build node categories in a grounded theory approach (Charmaz, 2006).

We use queries to explore results, and build literature maps using the Project Map functionality in NVivo 11 in order to develop the final thematic maps.

3. SYSTEMATIC LITERATURE REVIEW

The search was performed on December 15, 2015, in three different moments (Search 1, Search 2 and Search 3):

Search 1 had as search equation “business model innovation” IN Topic, Social & Behavioral Sciences (SBS) database of ISI Current Contents, with a timespan filter of publication date between 2000 and 2015 (date of search). We obtained 80 results. We next filtered on document type Article or Review and on subject area Business and Economics. We obtained 62 results.

Search 2 had as search equation “business model” AND innov* IN Topic, Social & Behavioral Sciences (SBS) database of ISI Current Contents, with a timespan filter of publication date between 2000 and 2015 (date of search). We obtained 388 results. We next filtered on document type Article or Review and on subject area Business and Economics. We obtained 296 results.

Search 3 had as search equation “business model” AND design IN Topic, Social & Behavioral Sciences (SBS) database of ISI Current Contents, with a timespan filter of publication date between 2000 and 2015 (date of search). We obtained 229 results. We next filtered on document type Article or Review and on subject area Business and Economics. We obtained 156 results.

We combined the three searches using Search History functionality in ISI Current Contents, so as to ensure there were no duplicates records in the final sample. These three searches gave us a starting sample of 514 articles, which was our working sample, which was exported to Endnote X7. From Endnote, we created a Subject Bibliography file with all abstracts, organized by publication years.

The two researchers performed separately the relevance analysis, reading all abstracts and putting aside those that were not related with BMI, according to our initial research goal. A joint working session between researchers allowed to compare results. All abstracts were analyzed again and differences between individual results were scrutinized, compared and consensus was reached. After the relevance analysis was concluded, our working sample was reduced to 316 relevant articles. These articles were exported to an .xml file and next imported into NVivo where we generated the data used for descriptive statistics and performed the coding procedures.

4. EMPIRICAL COMPONENT

4.1. DESCRIPTIVE STATISTICS

Regarding paper distribution per year (see Figure 1), there has been an ascendant tendency from 2000 to 2013. In 2014 and 2015, the number of papers went back to numbers similar to 2012. A similar tendency is observed when coming to the number of journals that published papers on BMI over the years (see Figure 2). In 2015, the total number of journals that published papers on BMI was 27.

Concerning scientific journals that were most representative in terms of number of publications in the latest years (see Figure 2), in top 5 we find Long Range Planning, Harvard Business Review, Industrial Marketing Management, Management Decision and Research-Technology Management, showing a balance between traditional academic journals and business- or executive-oriented journals. The distribution of papers per year shown in Figure 1 indicates that there is hardly a specialization in publishing papers on business models or business model innovation. Top 5 journals represent 25% of all publications (see Table 2) in our working sample.

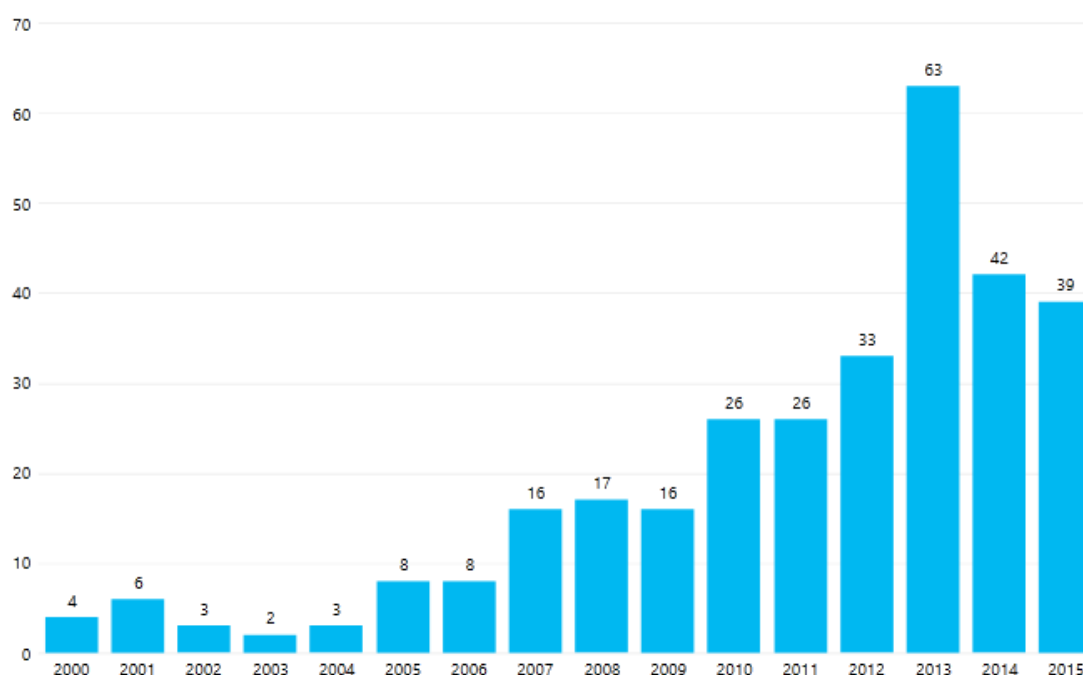


Figure 1 – BMI Paper distribution per Publication Year (2000 to 2015, December 15)

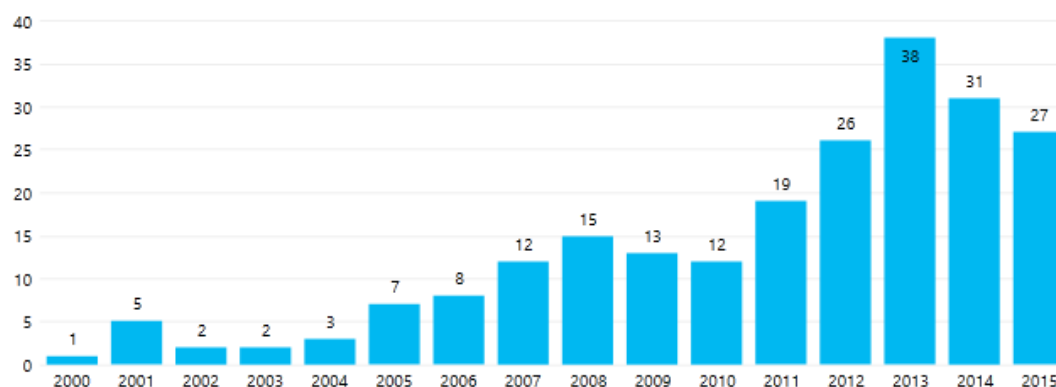


Figure 2 – Number of Journals per Publication Year (2000 to 2015, December 15)

Journal	Percentage of total papers published
Long Range Planning	6%
Harvard Business Review	5%
Industrial Marketing Management	5%
Management Decision	5%
Research-Technology Management	4%

Table 2 – Top five journals per number of papers published (2000 to 2015, December 15)

The distribution of papers on BMI in the most significant journal is presented in Figure 3 and as it can be observed, the journals that most contributed to this trend are Long Range Planning, Harvard Business Review, Industrial Marketing Management, Management Decision and Research-Technology Management, with about one fourth of the published papers.

The involvement of the academic community in the research on business models has registered a relevant increase over the years. A total of 664 different authors published papers on BMI, with the distribution reaching the peak in 2013 (see Figure 4), when 157 different authors were registered. In 2015, 106 different authors were involved in the publications on BMI.

However, in spite this growing popularity of the subject, the analysis of top authors, presented in Figure 5, illustrates that there is no specific author recognized in the field of BMI, in impact factor journals. Chesbrough, Zott, Amit and Casadesus-Masanell, the authors on top of the list, only published 4 to 6 papers in the last 15 years.

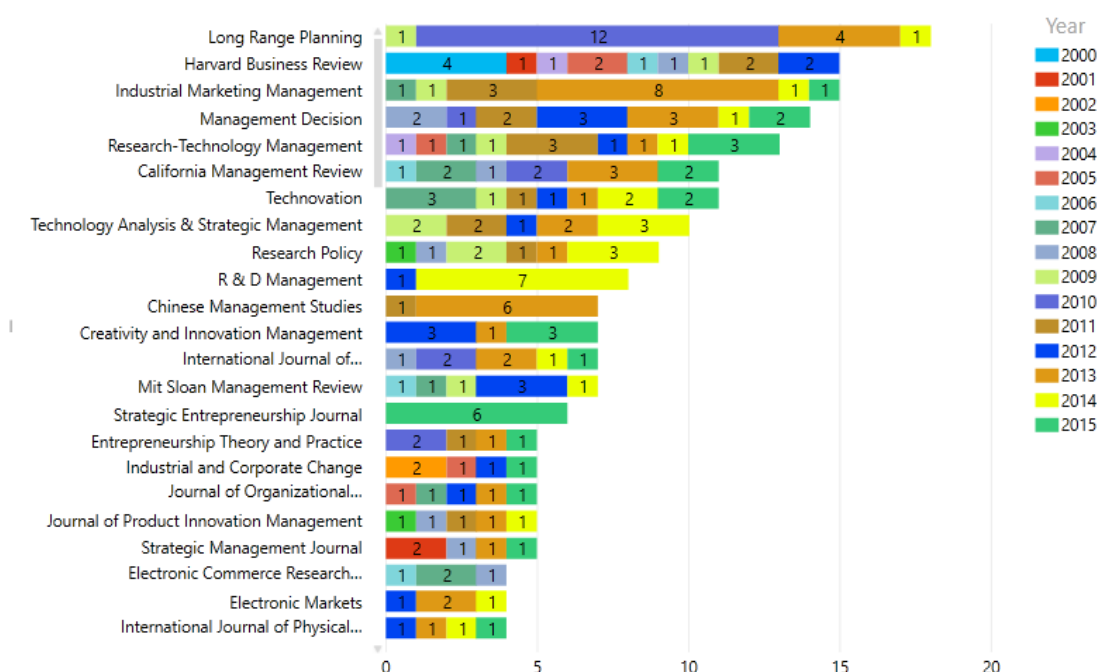


Figure 3 – Papers published per Journal (2000 to 2015, December 15)

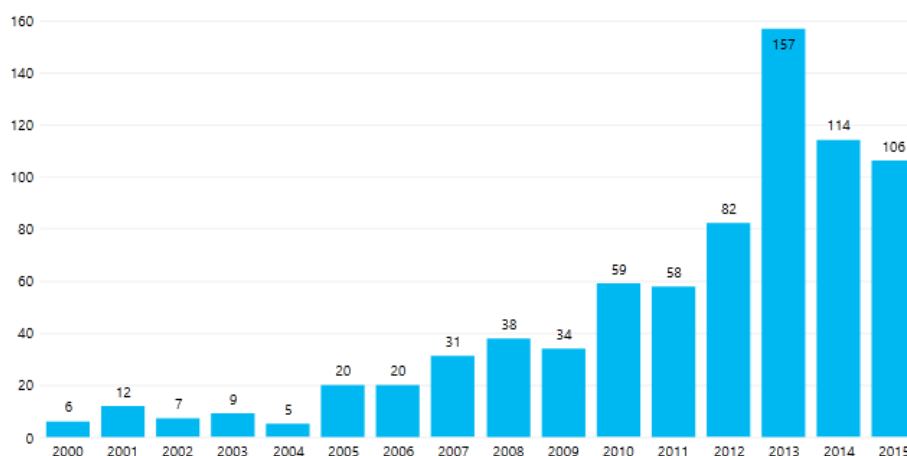


Figure 4 - Number of distinct authors that published BMI papers each year

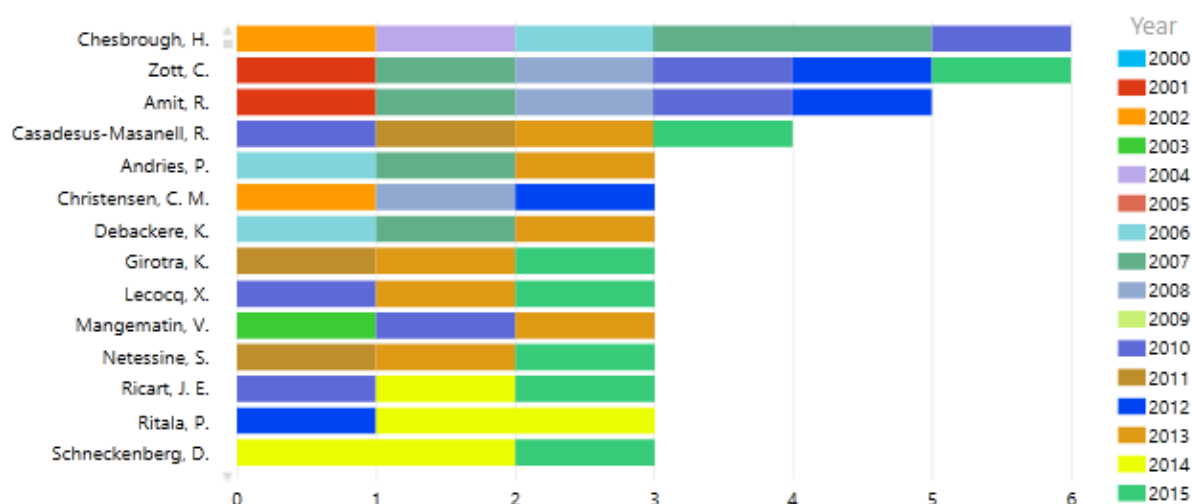


Figure 5 – Top authors per number of papers published (2000 to 2015, December 15), with a threshold of three papers

To sum up, the subject of BMI shows a clear trend of increasing popularity among scholars, since the number of published papers in scientific journals with impact factor in the last 15 years, the number of authors involved and the number of journals that gave attention to the topic has grown considerably. These are indicators that support the argument that there is a grow interest in the field that may allow critical mass to start consolidating the BMI field.

4.2. THEMATIC ANALYSIS

Coding in NVivo 11 followed a grounded theory approach. At the beginning of the process, a Word Frequency Query was performed in all abstracts, in order to identify emergent themes.

As it may be observed in Figure 6, beside the expected relevance of business model innovation, words like firms, service, design, activities, customer, product development, management, market, technology, strategy, value, performance are also significant.

Next, two researchers divided the set of data and coded independently, and afterwards the coding structure was revised and categories were merged and integrated in a common node structure. Coding results (thematic analysis and visual

mapping) are presented and explained in the remaining part of this section. The sample included conceptual, opinion and business-oriented (associated e.g. to California Management Review or Harvard Business Review) papers, out of which there was a majority of empirical papers. This supports the argument of a continued interest of the traditional academic scholars in analyzing the concept of business model innovation, including empirical research.

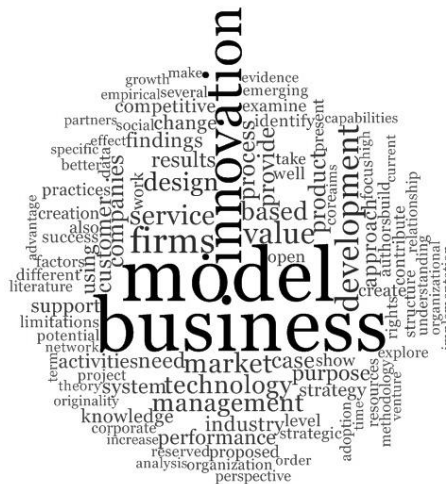


Figure 6 - Word Frequency Query based on all abstracts in the sample (NVivo 11)

Research questions presented in the sample were quite diverse. Networked Business Models (BM), the relationship between BM and Performance, BM and Technology, BM and Intellectual Capital (and Intellectual Property issues) or BM and Sustainability, the issue of BM Portfolio and its management, BM adaptation (or innovation) and even BM Barriers and Opportunities, are some of them. A complete list is visually mapped in Figure 7, while Table 3 showcases a set of examples of the research questions we encountered in our sample.

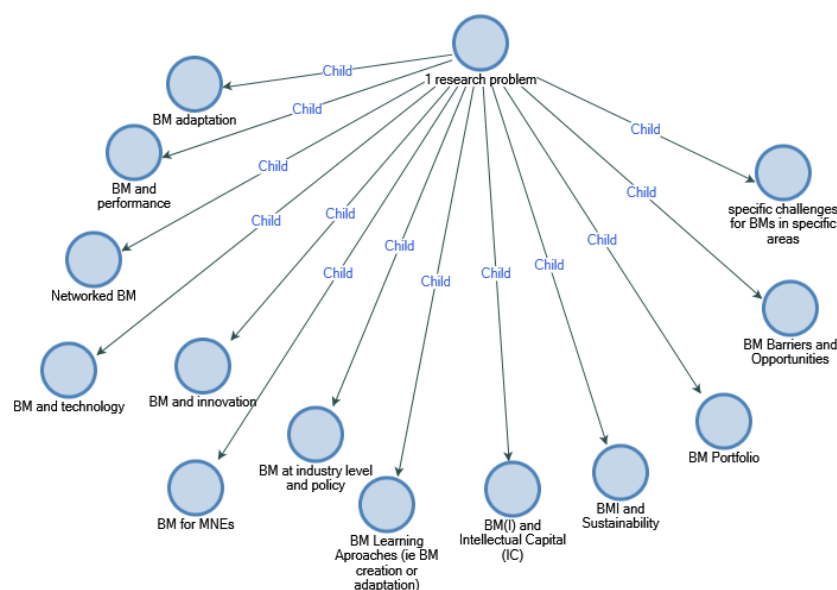


Figure 7 - Research problems typologies (Project Map based on final node structure, NVivo 11)

Table 3 – Research questions typologies: examples

Research Question	Citation
BM adaptation	<i>“how to change business models?”</i> (Arend, 2013)
Networked Business Models (BM)	<i>“translate into better internal organization [...] for multidivisional companies”</i> (Arend, 2013)
BM and performance	<i>“relationship between adaptation and performance in new businesses and possible moderators”</i> (Andries and Debackere, 2007)
BM and technology	<i>“how do technology and business models interact?”</i> (Baden-Fuller and Haefliger, 2013)
BM and innovation	<i>“how the use of business models by research-based spin-offs is related to their innovativeness”</i> (Clausen and Rasmussen, 2013)
BM for multinationals	<i>“how do business models evolve at the corporate and business unit level?”</i> (Aspara et al., 2011)
BM learning approaches	<i>“combined influences of complexity, ambiguity and experience effects on the performance of these learning approaches”</i> (Andries and Debackere, 2013)
BM and intellectual capital	<i>“practical implication of deploying intellectual capital methods in an organization and its impact on a firm’s BMI and decision-making processes”</i> (Burton et al., 2013)
BMI and sustainability	<i>“effects that can be achieved through BMI, in particular organizational sustainability”</i> (Carayannis et al., 2015)
BM portfolio	<i>“how to manage more than one model simultaneously”</i> (Arend, 2013)

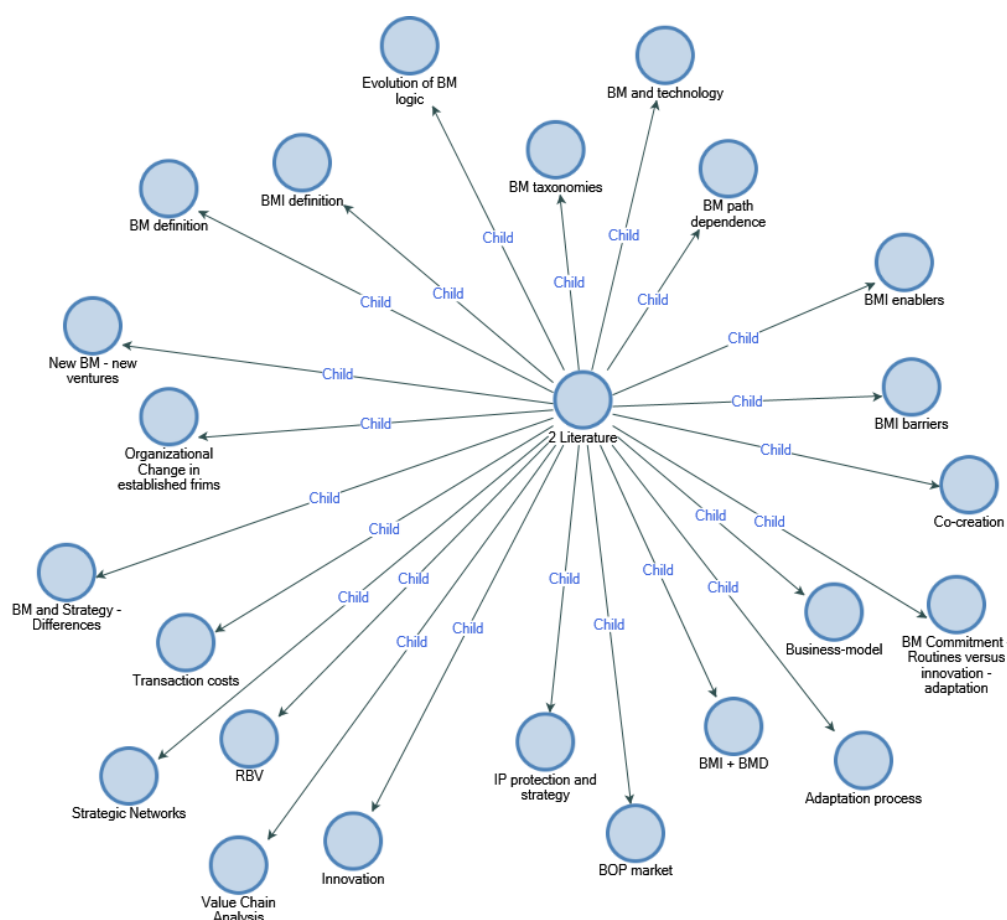


Figure 8 – Topics approached in Literature Reviews (Project Map based on final node structure, NVivo 11)

As observed in Table 3, research questions are mostly exploratory and of qualitative nature, indicating a still unconsolidated theoretical field.

Theoretical reviews included in the papers, surprisingly ranged from insufficiently grounded (in the case of more business-oriented articles) to very well prepared. There were conceptual papers in our sample, however there was no systematic literature review in our working sample, which we see as a gap. All identified topics are shown in Figure 8.

The definitions of BM and BM innovation were a starting part of most papers and, in spite of several papers that analyzed the different definitions, e.g. Carayannis et al. (2015), too many authors had a rather similar discourse and reanalyzed the same background to adopt or to suggest another definition, which may indicate some theoretical inefficiency.

Different theoretical strands are present in the sample, ranging from Transaction Cost theory, to Value Chain Analysis, Innovation, Resource-based View and Strategic Networks. See e.g. Amit and Zott (2012), Amit and Zott (2001), Basile and Faraci (2015), Benson-Rea et al. (2013), Bertels et al. (2015), Cavalcante et al. (2011), DaSilva and Trkman (2014), Zott and Amit (2013) for interesting presentation of key elements of these theories.

Different opposed themes were analyzed, in the same or in separate papers, e.g. new ventures versus established firms, or BM enablers versus BM barriers.

For instance, new ventures have specific BM components, including financial and management (in)dependence, frequently appear as based on technologies or networked participation e.g. Andries and Debackere (2007), Chesbrough (2010), Loch et al. (2008), Zott and Amit (2010). Established firms are focused on BM adaptation and innovation, e.g. Cavalcante et al. (2011), Bohnsack et al. (2014), Bock et al. (2012), Zucchella and Urban (2014), Gerasymenko et al. (2015), Koen et al. (2011), while some commit to the routines of the existing BM or to path dependence, e.g. Andries and Debackere (2013), Schmidt (2009), avoiding risky changes in the operations.

Moreover, while identified BM enablers are related e.g. to product or process innovations, profit expectations, inefficient revenue model, changes in market (Bucherer et al., 2012), organizational design for innovation (Carayannis et al., 2015), BM barriers e.g. lock-in behaviors, specific managers, high perceived risk associated to change (Chesbrough, 2010) hinder the development of new BM, as path dependency also does.

Regarding, more specifically, the BM adaptation process, which may lead to BM innovation if results supersede investments, different aspects are taken into account (see Figure 9) and different aspects are addressed.

A three-step process for BMI is suggested (Girotra and Netessine, 2013), including (i) auditing existing BM, (ii) identifying new BM alternatives and (iii) experimenting them before taking a decision.

Daas et al. (2013) suggest two different approaches in BMI: a) firm-centric, where focus lays upon the firm only, and b) network-centric, where focus shifts from firm to the network.

Cavalcante et al. (2011) introduce four types of BM change: creation (initial phase), revision, extension and termination, somehow related to the life-cycle models suggested by Andries and Debackere (2013), Andries and Debackere (2006), and to the adaptation states allowing lower or higher immunity from changes in the environment (Andries and Debackere, 2007).

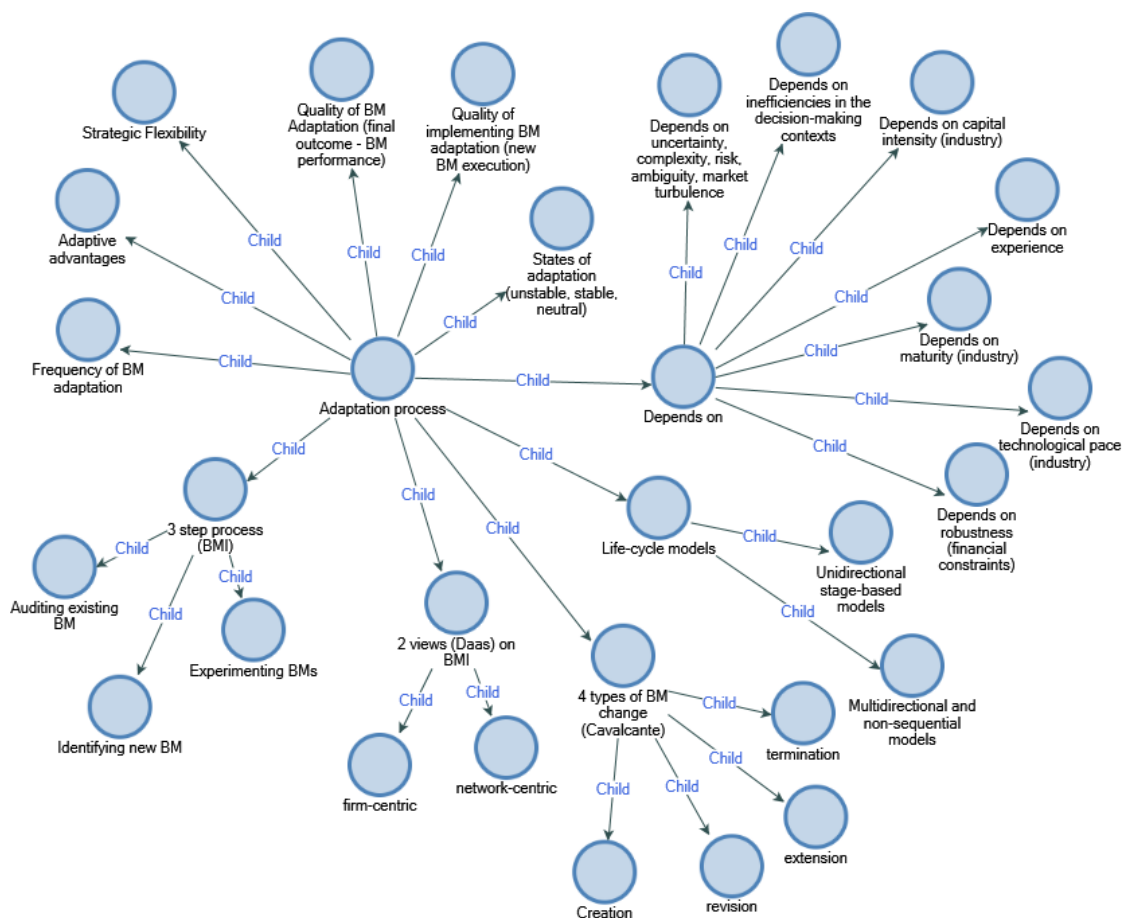


Figure 9 – Topics approached in Literature Reviews on BM Adaptation process (Project Map based on final node structure, NVivo 11)

The influencing factors are also defined: uncertainty, complexity, risk, ambiguity, market turbulence (Andries and Debackere, 2013, Andries and Debackere, 2007, Ghezzi et al., 2015, Rohrbeck et al., 2013), inefficiencies in decision-making contexts (Girotra and Netessine, 2013), industry constraints (e.g. maturity, technological pace, capital intensity), experience in BM change and robustness of previous decisions and (in)dependence (Andries and Debackere, 2007).

The frequency of BM change, the quality of the end-result, the quality of the implementation (Andries and Debackere, 2007), as well as the adaptive advantages gained (Maglio and Spohrer, 2013) are also addressed in the analyzed papers.

Regarding methods, there were scarcely any models to orientate empirical research, which may be due to the high proportion of qualitative studies.

This sustains previous remarks on the exploratory stage of research in this field. Nonetheless, quantitative research emerged in the latest years, based on secondary data analysis, e.g. Cucculelli and Bettinelli (2015), Cucculelli et al. (2014); Gerasymenko et al. (2015), Kim and Min (2015), Landry et al. (2013), Li (2011) with econometric approaches or structural equation modelling. It is quite seldom, however, that primary data collection is performed with survey-based questionnaire, which is a gap to fill.

Results are quite varied as can be seen in Figure 10. Specific results are worth presenting in more detail.

BM design components (see figure11) are duly identified (Adebanjo, 2010, Amit and Zott, 2001, Alt and Zimmermann, 2014, Daas et al., 2013, Mangematin et al., 2003) and can be grouped into one common framework to be further validated and subject to construct development.

Identified BM design components may be used for new ventures or established firms, as long as the critical success factors are taken into account e.g. ensuring actor participation in BM change, decoupling products, services and technologies from the business model, allowing for strategic flexibility and combinative capabilities, reducing structural complexity or managing outsourced/co-developed/co-partnered components of the BM (Adebanjo, 2010, Alt and Zimmermann, 2014, Bock et al., 2012, Dahan et al., 2010, Fikirkoca and Saritas, 2012) and due attention is given to risks, BM implementation and organizational anchoring (Brea-Solis et al., 2015, Bucherer et al., 2012, Bertels et al., 2015, Bjorkdahl, 2009).

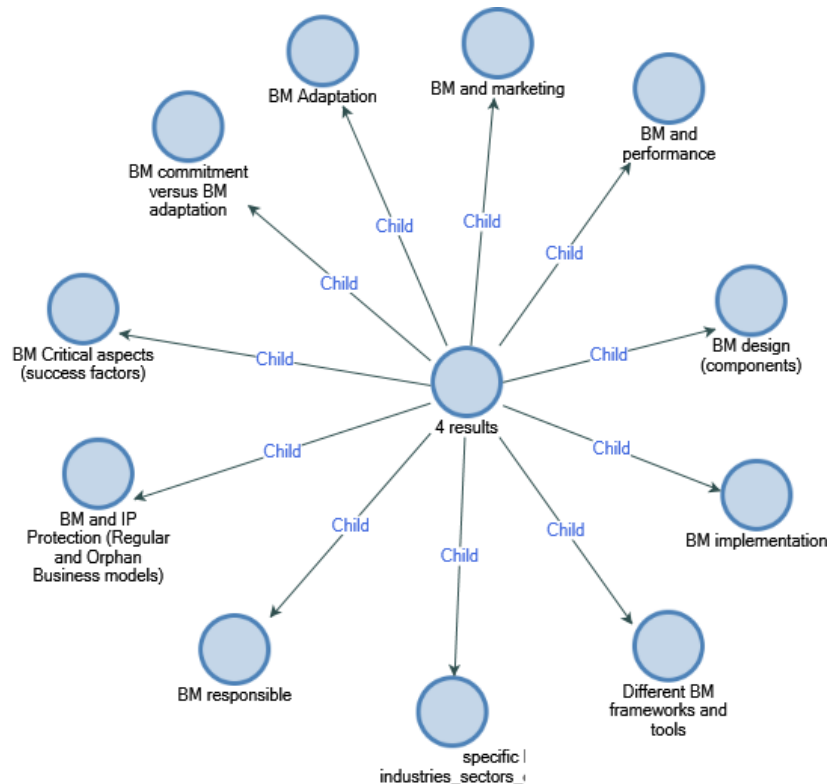


Figure 10 – Types of Results obtained (Project Map based on final node structure, NVivo 11)

Different BM frameworks and tools have been proposed in our working sample, with huge differences in scope as can be observed in Figure 12.

Ranging from adaptation of the Business Canvas in different settings (Bertels et al., 2015, Barquet et al., 2013), RCOV framework (Demil and Lecocq, 2010), Baden-Fuller and Mangematin (2013) or Benson-Rea et al. (2013) approach, GODS framework linking BMI and sustainability (Carayannis et al., 2015) or even completely different tools like the Harmony Orientation Scale (Chow and Yau, 2010) that incorporates Chinese Guanxi as key success factors, there are tools for a wide variety of contexts.

BM adaptation has been thoroughly analyzed, as well, and there is correspondence to the topics approached in the literature reviews. The types of adaptations present in the results (see Figure 13) are more fine-grained (Amit and Zott, 2012), new enablers are listed (Andries and Debackere, 2007, Andries and Debackere, 2006, Aspara et al., 2013, Baumeister et al., 2015, Pateli and Giaglis, 2005, Bicen and Johnson, 2015) and new elements appear, e.g. BM's degree of innovativeness (Bucherer et al., 2012).

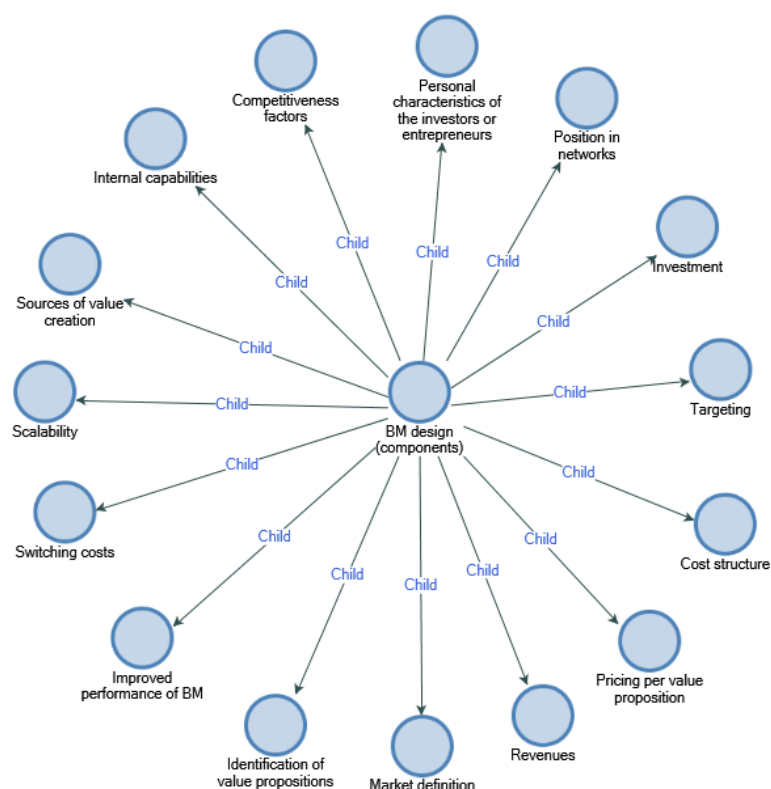


Figure 11 – Components of BM Design identified in the Results (Project Map based on final node structure, NVivo 11)

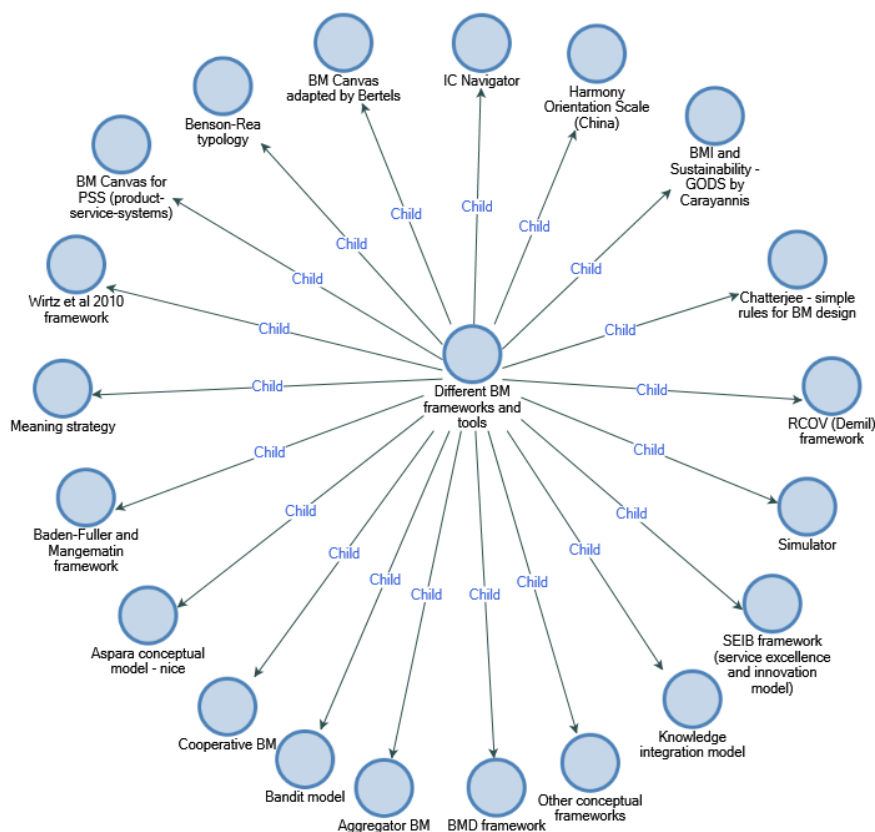


Figure 12 – Overview of BM frameworks and tools identified in the Results (Project Map based on final node structure, NVivo 11)

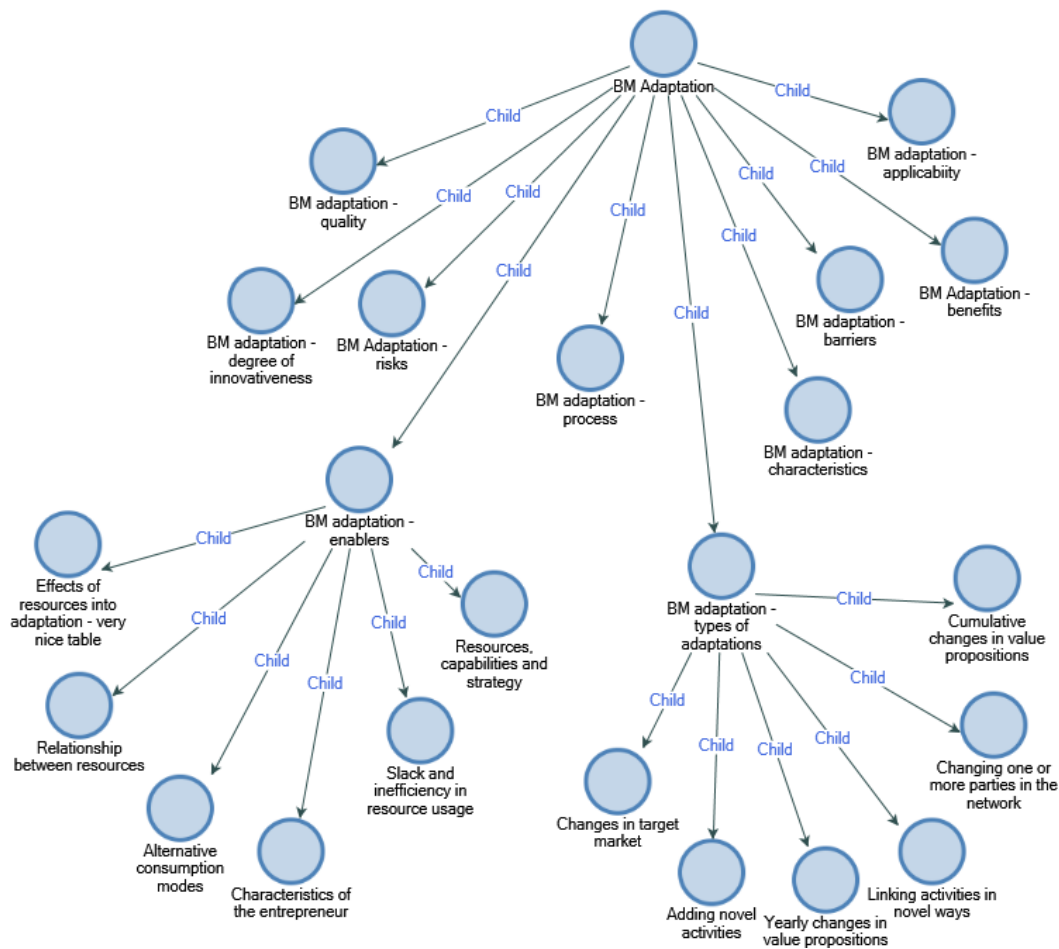


Figure 13 – Overview of BM Adaptation as identified in the Results (Project Map based on final node structure, NVivo 11)

Furthermore, specific BM have been proposed for certain industries or situations (see Figure 14), which was the focus of a large number of papers from our sample (Cautela et al., 2014, Cucculelli and Bettinelli, 2015, De Regge et al., 2015, Kindstrom and Kowalkowski, 2014, March-Chorda et al., 2009, Richter, 2013, Ritala et al., 2014, Sabatier et al., 2010, Sibinda, 2008, Solaimani et al., 2013, Sorescu et al., 2011, Storbacka, 2011, Visnjic Kastalli et al., 2013, Warnier et al., 2013, Wells and Seitz, 2005, Wilson and Post, 2013, Wirtz et al., 2010). However, resulting BMs are not validation of a conceptual BM, but exploratory endeavors, which limits their potential deductive role and it is a sign of inefficiency.

Future research directions are, in some sense, puzzling, as they point towards research topics that had already been addressed (note that we did take into account the year of publication), a sign perhaps of lack of knowledge of previous works. There is very little novelty in the future research that had not been studied before. For instance, Carayannis et al. (2015) suggests as future research the possibility to explore the role of the value chain network, which is already part of the literature review with consolidated insight already identified. Or, e.g. Kindstrom and Kowalkowski (2014) that point a lack of studies on business model innovation processes, something which is already part of the results.

Next, we present an overview of research directions suggested in our sample (see Figure 15).

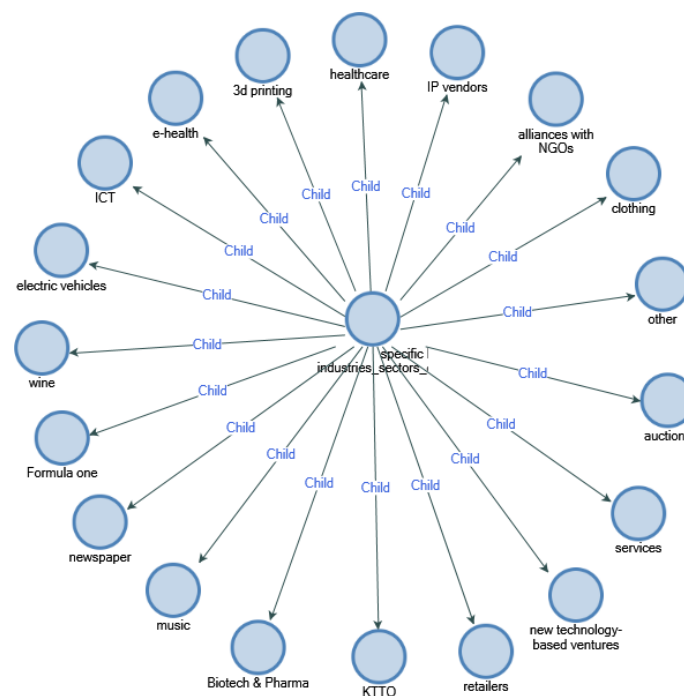


Figure 14 – Overview of specific BMs identified in the Results (Project Map based on final node structure, NVivo 11)

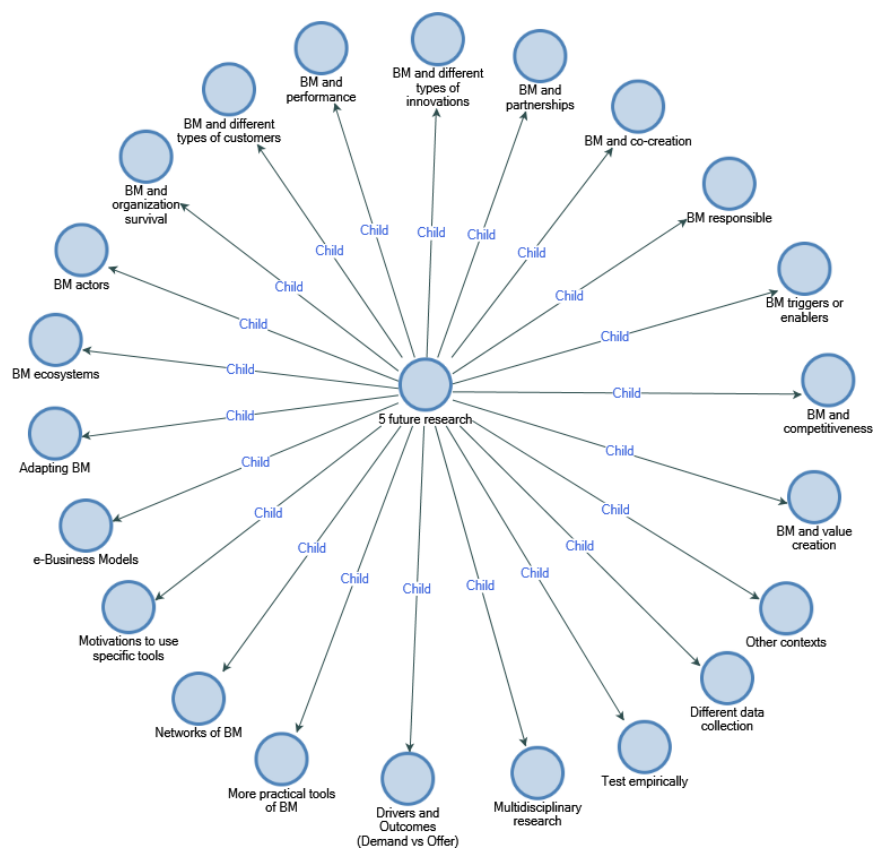


Figure 15 – Overview of specific BMs identified in the Results (Project Map based on final node structure, NVivo 11)

5. DISCUSSION

Results demonstrate that the number of studies in the BMI field has grown significantly. Nevertheless, there is no specialization, as the yearly number of papers is low (per author and per journal). The top 5 journals are Long Range Planning, Harvard Business Review, Industrial Marketing Management, Management Decision and Research-Technology Management. The top 4 authors are Chesbrough, Zott, Amit and Casadesus-Masanell.

The results of thematic analysis showed that BMI has been widely investigated. However, to best of our knowledge there is few cumulative knowledge effect between scholars. The considerable amount of studies were conceptual or qualitative, however most of the constructs in these studies had not been conceptualised through quantitative studies.

There are also few conceptual models among them which is tested by empirical studies and they are mostly descriptive. The case studies or archival analysis (e.g. analysis of web data) were used based on Empirical components and have reduced inductive capacity. Although some researches have been investigated based on secondary data and using quantitative methods. Moreover, it seems that future research directions shows a great deal of variety and not very appropriate to receive intended results. Most of them are mentioned to the areas that former researchers has already pointed in the BMI field.

It should be noted that there had been a small amount of progress in terms of integrating and theoretically developing the BMI field. In the current study, it is discussed that there is a need to adopt the existing tested models, conceptualise and develop constructs in order to validate them by new data collection and statistical analysis (regression or structural equation modelling) in various contexts. We suggest that it is highly essential to make collaboration between scholars in this field in order to help each other to enhance existing literature to be able to have much more efficient works which is eventually produce valuable knowledge in BMI field.

Several papers lack efficient cumulative knowledge building and it seems as the academic community around business models may disperse, we recommend next some sources that may be consulted for a more focused literature review and to avoid repetition.

For a history of the BM concept, DaSilva and Trkman (2014) is a very interesting reading, while BM taxonomies can be found e.g. in Chatterjee (2013), Carayannis et al. (2015), Bertels et al. (2015), Benson-Rea et al. (2013).

Different perspectives over BM are presented e.g. by Baden-Fuller and Haefliger (2013); Zott and Amit (2013) and Bertels et al. (2015). Criticism is present e.g. in Arend (2013), Baden-Fuller and Haefliger (2013), Baden-Fuller and Mangematin (2013), Carayannis et al. (2015) or Zott and Amit (2013).

Regarding the usefulness of our results presented in the previous section, the visual maps may serve as basis to identify themes and topics for future research, as well as to identify specific frameworks (Bertels et al., 2015, Demil and Lecocq, 2010, Benson-Rea et al., 2013).

If aiming to research a specific industry, we suggest to search BMI research in that specific area (Cautela et al., 2014, De Regge et al., 2015, Kindstrom and Kowalkowski, 2014, Solaimani et al., 2013), and validating models that have already been validated in that area. If looking for barriers (Chesbrough, 2010) and enablers (Andries and Debackere, 2007, Andries and Debackere, 2006, Aspara et al., 2013, Pateli and Giaglis, 2005, Bicen and Johnson, 2015), there is also interesting research that has been published.

6. FUTURE RESEARCH

Based on the thematic analysis presented previously, there are some future research directions that are worth mentioning,

There is interesting research to be developed on business models, and BMIs applied to business model portfolios (Sabatier et al., 2010), in multiproduct/multiservice environment. This research direction involves studying integration between different business models managed in a given organization, according to business units or other criteria.

Also, the application of business models and BMI in multinationals, as well as the linkage with the structural configurations of the management of the multinational, i.e. business models at headquarters versus business models at subsidiary levels. This research direction may draw from the international R&D organization and international business theory, as multinationals apply different governance models (ethnocentric, polycentric, networked) (Fastoso and Whitelock, 2010) and business models and BMI may hold specificities according to the governance model.

Furthermore, another interesting question has been raised on the need of cultural adaptation (De Mooij and Hofstede, 2010) of business models (case of Chinese BMs in European settings or vice-versa), which has an immediate impact on what BMI really means in different cultural contexts.

From a methodological perspective, as most studies employ case studies or other types of qualitative analysis, of exploratory nature, there is a clear need of developing and validating constructs in different settings, with quantitative or mixed-methods studies.

This is linked to the current gap in what concerns primary data collection based on questionnaire-based surveys. Performing such studies would allow assessing the BM adaptation process in different types of industries and countries, as well as identifying the preferred BMI tools and decision-support systems in different settings.

As final note, and perhaps not directly related to future research direction, but more to future development of the field of BMI, we notice that conferences focused exclusively on Business Models are required and there may be space in European funding field to develop projects defining BM practices, BM frequency of change recommendations, as well as BM recommended tools for given industries. There is space for policy makers to intervene top-down, as well as for the firms, consultancy and academia to self-organize bottom up.

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LAZER URBANO: Transformative Service Research e a Experiência de Consumo do Espaço Público em Belo Horizonte

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Abstract

O objetivo deste trabalho é perceber as diferenças dos consumidores de espaços gratuitos de lazer urbano. A metodologia utilizada foi qualitativa e exploratória, com o levantamento de uma perspectiva teórica e com coleta de dados com usuários de espaço urbano de lazer. As contribuições teóricas e fenomenológicas baseiam-se em Benjamim (1984) propondo a percepção do tempo por adultos; em Focaut (1977) e o pensamento contemporâneo da identidade no espaço medida pela nova concepção de tempo; em Lefebvre (1966) diferenciando o percebido, o vivido e o concebido; em Certeau (1994) do conceito da cidade e as práticas urbanas com a fusão espaço-tempo centralizados na perspectiva de Bachelard (1929) e de Bourdieu (1994) ao identificar como as práticas temporais e espaciais influenciam as representações e organização do espaço Urbano. A base de dados usada faz parte de um projeto em andamento, sendo coletados em um parque central de Belo Horizontes, Minas Gerais, Brasil. Os dados até agora coletados, confirmam a diferença entre ser da cidade e ser urbano, o lugar e a hora para tudo e as percepções dos entrevistados apontam para a teoria emergente na academia da co-criação de valor pelo consumidor, presente na Transformative Service Research – TSR proposta por Anderson (2010 2013). As conclusões confirmam as propostas de Rust e Huang (2014), Ostrom, Mathras, e Anderson (2015) para os potenciais benefícios para a sociedade de pesquisas de serviços em TSR para melhorar o bem estar dos participantes, uma extensão lógica de uma das funções tradicionais de marketing.

Keywords

Transformative Service Research, comportamento consumidor, lugar, espaço e usuário espaço público.

1. INTRODUÇÃO

O uso do espaço urbano, seus equipamentos de lazer, a apropriação destes “lugares” criando identidades. Democratização do lazer, políticas públicas, implementadas também pela redução de jornada de trabalho e, portanto, a política de reordenação do tempo: significa, também, falar numa política de reordenação do solo urbano, incluindo aí os espaços e equipamentos de lazer; e finalmente, numa política de formação e desenvolvimento de pessoal, para que o corpo técnico trabalhe de forma eficiente e atualizada (MARCELLINO 2002).

Estudos fenomenológicos com contribuições de Benjamim (1984) com a percepção do tempo da criança e do tempo do adulto. Foucault (1977), pensamento contemporâneo da identidade no espaço medida pela nova concepção de tempo. Lefebvre (1966) Tridimensionalidade entre percebido, vivido e concebido. Certeau (1994), o conceito da cidade e as práticas urbanas Bachelard (1929) a fusão espaço-tempo e mostra como tudo está contra esta ideia e finalmente Bourdieu que tenta compreender o que é o “Urbano”.

Inter-relacionados estas duas categorias de análise nos estudos de Bourdieu oferece uma contribuição interessante para pensarmos a relação tempo/espaço em função das “ordenações simbólicas” de um povo. Nesses estudos, Bourdieu identifica como as práticas temporais e espaciais influenciam as representações e a própria organização de um povo, relaciona a submissão e a dominação aos diferentes campos sociais/instituições e à fragmentação do sujeito em diferentes habitus. Foucault (1975) trata o espaço como um local de poder sobre o qual são exercidas repressão, restrições e socialização, espaços particulares de resistência e liberdade – o corpo, por exemplo. Certeau (1994) trata os espaços sociais como mais abertos à criatividade e à individualidade humana; Bachelard (1929) dirige sua atenção para a imaginação, o “espaço poético” em que são projetados os desejos do tempo e do espaço;

Hoje, na talvez pós-modernidade, também ocorre a dissolução do espaço e do tempo, cada vez mais aceleradamente, cada vez mais “individual”. As concepções de um povo acerca do mundo e de seu lugar nele se manifestam nas noções do que é percebido pelo tempo e pelo espaço.

2. O MÉTODO

Conforme Malhotra (2012) pode-se classificar esta pesquisa quanto a sua finalidade como exploratória, pois foram apuradas informações sobre o parque; descritiva o apontar fenômenos como as características e funções do espaço e tempo do lazer. Quanto aos meios a pesquisa se caracteriza como um estudo de campo. Quanto à abordagem a orientação foi predominantemente qualitativa, tendo em vista que analisou os resultados dos questionários e informações obtidas através deste.

A amostra foi não probabilística e aleatória, cujo critério para abordagem envolveu 30 (trinta) visitantes em um parque, coletadas em um único dia na cidade de Belo Horizonte, Minas Gerais.

A metodologia utilizada foi qualitativa e exploratória, com o levantamento de uma perspectiva teórica e com coleta de dados com usuários de espaço urbano de lazer.

3. A REVISÃO DA LITERATURA

Nesta seção são apresentadas as argumentações teóricas que sustentam a proposição de estudo, iniciando-se com os sub temas: um lugar e hora para tudo, as relações entre poder e dinheiro, uma cidade em análise sua forma e estrutura. Segue-se para um planejamento de um lugar para o consumo que impacta em desigualdades, na criação de uma periferia desigual e em novas centralidades.

3.1 UM LUGAR E HORA PARA TUDO

Existem estudos que comprovam que são nos momentos de lazer que o homem tem a sua capacidade criativa mais aguçada. Porém, atualmente, os momentos livres são cada vez mais raros. Na maioria das vezes as pessoas não conseguem relaxar, elas estão tão inseguras que acreditam que não podem abandonar o trabalho, mesmo quando estão de folga (VEJA 2005).

Duas categorias são apresentadas aqui, o tempo e o espaço – a hora e o lugar. Milton Santos (1982), elas contribuem significativamente nesta temática. Em *Pensando o Espaço do Homem*, o autor também utiliza das categorias espaço e tempo para justificar a cristalização dos espaços pelo tempo, a economia popular de rua e mídia de massa.

Para compreender essas categorias dois autores destacam a significação da transformação, a palavra transformação aqui já se remete aos preceitos da Transformative Service Research, mas vejamos Lefebvre (1966) e Harvey (2005), o primeiro destaca as três dimensões (1) a do vivido, (2) do percebido e (2) do imaginado, a primeira se refere aos processos de interação material; a segunda, às representações que fazemos do espaço: como falamos do espaço, seja na linguagem do senso comum ou do meio científico acadêmico; a terceira, por fim, diz respeito à utopia, à abertura para futuro, a nossas projeções, nossa imaginação.

O segundo autor David Harvey (2005), contribui significante para esta análise, a dicotomia proposta entre o tempo e o espaço representados respectivamente por duas abordagens teóricas: (1) teoria social e (2) teoria estética.

A teoria social traz a ótica da historicidade da linha temporal que tenta explicar usando o tempo como uma categoria à vida humana em metamorfose (deslocamento e velocidade).

A teoria estética a ótica da intemporalidade capaz de identificar valores permanentes, essenciais, eternos. A arte seria a representação mais cabível, mas o mito também dá essa sensação de congelar o estar para evidenciar o ser (o próprio e o comum).

A obra de Harvey (2005), experiência do tempo e do espaço, o autor descreve a modernidade como uma fase de dissolução do tempo e do espaço, em que o pensamento é baseado na coletividade (“bem comum”).

Dois exemplos trazem consigo este exemplo entre o individual e o coletivo, e entre o bem próprio e o bem comum. Os espaços de socialização e a individualização virtual da internet. Onde as noções tradicionais de coletividades e o isolamento tornam-se um a mudança de hábito.

3.2 UMA REALÇÃO ENTRE O PODER E O DINHEIRO

“Se o dinheiro não tem um sentido independente do tempo e do espaço, alterando os modos de uso destes dois, podemos alterar os sentidos do dinheiro.” Harvey (1966).

É possível compreender as dinamicidades da cidade, do urbano, através da literatura, da música e das artes, de estudos que mapearam e compararam as evoluções nessas áreas. A maneira como o espaço se torna mercadoria são narradas por estes agentes dinâmicos, contribuem para que consigamos entender e escolher a abordagem do consumo.

A construção teórica do tema requer a fonte de algumas áreas correlatas, assim como já mencionado os Geógrafos Harvey e Milton Santos, é claro que as possibilidades de outras fontes de contribuições filosóficas, antropológicas, sociológicas da arquitetura e urbanismo, ciências que constroem as ciências sociais e humanidades.

“analisar a microfísica do poder supõe, então, que se renuncie - no que se refere ao poder - a oposição violência-ideologia, a metáfora de propriedade, ao modelo do contrato ou da conquista; no que se refere ao saber, que se renuncie à oposição do que é ‘interessado’ e ‘desinteressado’, ao modelo do conhecimento e ao primado do sujeito” (1975, p. 30).

O corre que o que se percebe é a “coisificação”, por dinheiro tudo se torna comprado, exclusivo e descartável. As relações coisificadas ocorrem através da mediação do dinheiro (Carlos, 1992), uma cidade que vive 24 horas, que não para custa, tem seu custo, pode ser acessada por algumas notas.

O dinheiro ou a busca dele colocam as pessoas em um ritmo diferente da do seu relógio biológico, as pessoas passa a se cronometrar, a tentar usar do seu tempo da melhor forma para ganhar dinheiro, seus corpos agora diferentemente do seu relógio biológico, é o cronômetro que normalizada, o uso do relógio ditam o ritmo das atividades da cidade, se desenvolvem, independem do clima, das condições físicas ou biológicas. Um ritmo intenso e desumano. Tempo como pressa, pressa de poder e dinheiro.

3.3 MAS QUAL A CIDADE QUE ESTÁ EM ANÁLISE?

“Primeiro construímos nossas casas; depois são elas que nos constroem” Churchill, citado por Gary Gappert (1997).

A cidade é um modo de viver, pensar, sentir, produzir comportamento, valores, conhecimento, formas de lazer e cultura. Conceitos como o da Paisagem urbana, Morfologia humana, Aparência, Forma, Caos, Obra do homem, Tempo, Ritmo, Vivência, Modo de vida e Práticas socioespaciais compoem toda a análise de um estudo que se completa e se finda nele mesmo.

Para encontrar os conceitos da cidade em análise, o autor Tuan (1980,1983) contribui muito para a compreensão e o desdobramento dos conceitos desta cidade as ligações afetivas evocadas pelo ambiente e que transformam um espaço em lugar – tomam importância os sentimentos sobre o lugar (sense of place), as relações entre a cultura e o ambiente natural, e o que o lugar pode simbolizar (WARF, 2006, p.234). Como levantado anteriormete a palavra “transformação” sendo novamente empregada no contexto da obra deste autor.

Compreender a cidade como um sentir e pensar o espaço – perspectivas da experiência humana. Demonstra como o antropocentrismo do lugar, constantemente reforçado através das experiências cotidianas, conflita não só existencialmente, mas também epistemologicamente com o rarefeito conceito espaço. A constante relação dialética entre homem e lugar – em que este seria uma construção puramente humana – visto que objeto (espaço-ambiente) se revelaria sujeito (lugar) e que os significados decorrentes dessa ligação conduziriam as ações humanas. Sendo a natureza do lugar e do espaço relativa, variaria de acordo com a experiência ambiental em seus muitos matizes: cultural, social e histórico (Tuan, 1980, 1983).

A ideia de viver bem no espaço urbano varia de acordo com as culturas se pensarmos em uma sociedade moderna e complexa essa concepção pode variar entre indivíduos, e entre o coletivo. Porém o que Tuan (1983) busca evidenciar que aqui trata-se não de uma simples expressão do bem viver, mas a experiência de viver – a natureza da boa vida e do bem estar. Para isso se torna imprescindível à compreensão da natureza humana em suas várias dimensões. O autor não reduz a boa vida apenas a uma experiência individual, isso seria limitado demais; o que nos apresenta é a ideia de uma construção em conjunto – mente, cultura, sociedade e experiências individuais. Que resultaria em escolhas e comportamentos específicos.

Ou seja, a cidade em análise é a cidade construída pelo trabalho, pelo homem, que não se congela no tempo, que se transforma, e que surpreende pesquisadores em cada canto, pedaço ou fatia de lugar.

3.4 O PLANEJAMENTO

Uma vez em transformação, em dinamicidade, é necessário controlar o futuro, se não em que tempo chegaremos a qual espaço? Começar por uma visão começando por uma visão histórica, de industrialização massificada, endente-se que foi neste momento que o urbano se torna objeto de constante estudo. Mas vale ressaltar que o contexto urbano antecede tal momento.

A expansão econômica propícia um avanço no entendimento das comunidades, em âmbitos diversos, o planejamento, a partir de uma cidade que privilegia áreas de lazer, moradia e trabalho. E com o crescimento da cidade, o transporte e a mobilidade. As publicações dos anos 60 e 70 se concentram em processos de industrialização, de urbanização, de transporte, de planejamento regional e de crescimento populacional. Estes estudos em sua maioria se apropriam de temas relacionados à economia, a modelos econométricos matemática e estatística com foco principal no planejamento.

Bom neste momento geografia, demografia, sociologia, voltam-se para o planejamento, o que se aproxima dos objetos estudados pela Administração. As metrópoles são entidades espaciais tão complexas que, em si, o dentro é tão pleno já de questões, ele é tão depositário do conjunto da realidade econômica social e política, que ele quase se basta, no sentido de oferecer elementos em quantidade e qualidade suficientes para compreender o quadro nas macro e nas micro determinações (SPOSITO, 2009).

Um modelo copiado das indústrias fabris onde o cronometro é o controle, as visões teorizadas debatem o “wellfare state”, vislumbra-se a necessidade de políticas públicas de promoção de ações em massa. A concentração populacional nos grandes centros estabelece novas dinâmicas de como planejar o espaço urbano.

Voltadas para massa, tanto mercado quanto governo se preocupa e antecipa as necessidades, dentre elas a necessidade de lazer. Nos anos 60 a preocupação em criar clubes, por exemplo, surge como dinâmica de incentivo para fomentar o lazer. Novos centros de lazer em função dos centros econômicos. Equipamentos urbanos que possibilitam o contraponto ao trabalho. O alinhamento necessário entre governo e sociedade civil para elaboração/implementação de políticas públicas de esporte/lazer nas cidades, apresentando inclusive evidências relacionadas com a demanda local.

3.4 A FORMA, A FUNÇÃO, A ESTRUTURA E O PROCESSO.

“Homem, centro estruturante (ou centro de perspectiva) porque ordena, distribui, molda, cria enfim a Realidade através do Pensamento e da Ação, fazendo História... Homem, centro estrutural (ou centro de construção) porque compõe essa mesma Realidade como peça indispensável de sua arquitetura, como ápice que ela, presentemente atinge. Homem, portanto, chave de compreensão do Universo” (Chardin 1986).

Com o tempo espaços podem ser repensados, resinificados destinados a novos usuários, a esta dinamicidade que se pretende perceber aqui onde mais uma vez as interseções das categorias tempo e espaço é evidenciada.

Milton Santos (1999) contribui ainda para a discussão quando afirma que o espaço em função do trabalho, produzido coletivamente, mas apropriado individualmente. Um exemplo desta situação seria pensar no acesso a casa própria pelo mercado, mas essa não é a única forma, outras possibilidades são criadas ou criam-se, invasões, e programas de acesso via minha casa minha vida.

Certeau (1984) a produção de um espaço próprio, a distribuição de um não tempo com relação às tradições e a criação de um sujeito universal e anônimo que é a própria cidade. Ele retomava o uso da tática para descrever as práticas do bairro pelos seus usuários, para quem o espaço urbano não é somente objeto de conhecimento, mas, sobretudo o lugar de um reconhecimento.

A alienação do homem, que estranho ao seu trabalho, e estranho, por conseguinte ao seu próprio espaço, que pode ter vindo de diversas origens.

4. OS COMPONENTES EMPÍRICOS

A frequência ao parque se mostra variada, dos entrevistados 44% dos entrevistados vão uma vez por semana; 17% de duas a três vezes por semana; 11% quase todos os dias; 6% de três a cinco vezes por semana; 4% de quinze em quinze dias; 18% responderam que aquela seria a primeira visita ao parque.

Os entrevistados apontam que o parque pode representar uma experiência transformadora, que melhora a qualidade de vida dos visitantes. Duas afirmativas destacam esta percepção:

“Quando entro aqui relaxo, eu e minha namorada almoçamos e passamos de aqui para dar uma caminhada de mãos dadas, sem barulho, alivia o stress...”

“o parque é um remédio para as pessoas da cidade, ele traz bem estar, a gente fica mais feliz, se o dia está bonito que delícia trazer a família aqui”.

“já vi pessoas rindo e pessoas chorando, já vi casais namorando e brigando também, aqui é um lugar que a gente pode sentar e conversar sem gastar nada”.

“não sei se é o verde, ou a natureza, junto com o silêncio, e o andar devagar... Algumas vezes apenas passo no parque cortando caminho, quando entro aqui, respiro melhor, ando mais devagar e fico olhando tudo... Se estivesse contornando pela calçada ia andar depressa, sem olhar nada!”

Os entrevistados vão ao parque 65% acompanhados de familiares próximos ou amigos, 25% sozinhos, e 10% frequentam tanto sozinhos ou acompanhados. Percebesse como o parque é um ambiente como espaço de socialização, de vivência, e de compartilhamento. O envolvimento e a socialização experimentando o espaço, e uma referência: “o parque é uma referência local, é um ponto de livre acesso onde várias tribos podiam se encontrar esse entrevistado elaborou uma resposta que é muito interessante:

“aqui dá de tudo, têm adolescentes, roqueiros, crianças, idosos, homossexuais, empregado de banco, desempregado, esportistas, moradores de rua, que aliás é cada vez maior este número, dizem que tem a te prostituição aqui, drogas eu já vi também, Nesse contexto, os autores Gomes e Elizalde (2012) reafirmam que: “[...] a necessidade de lazer pode ser satisfeita de múltiplas formas, segundo os valores, crenças e interesses dos sujeitos, grupos e instituições em cada contexto histórico, social e cultural.” (p. 81-82).

“Acho que os parques são a natureza perto de casa, venho com meus filhos pra brincar com eles, ensinei a eles a não sujar, a preservar e como é bonito uma árvore”.

Todos os entrevistados consideram o parque necessário bem localizado e importante para a cidade, eles tem função de refrescar o ambiente, preservar a natureza e ser um espaço de lazer.

Quando as perguntas foram direcionadas para o uso do parque os dados foram inconclusivos já que apontaram respostas distintas, sendo inconclusivo, dizer que as pessoas gostam.

“sentar de baixo de uma árvore, ler, refrescar, passear, ir aos brinquedos, usar os brinquedos, dar uma pausa, buscar o silêncio, ver essa natureza linda, mas pode-se dizer que o parque promove transformação do indivíduo, o espaço e a experiência do parque seria então um (re) ordenamento do pensamento, da energia ou do tempo, o tempo do relaxamento, o tempo da contemplação. Essa experiência deseja-se que seja compartilhada, a transformação de uma rotina”.

Outro questionamento que pode ser destacado é a infraestrutura, do Parque: “você acha que a infraestrutura do Parque é satisfatória?” Tem algum comentário? “12 pessoas que responderam que é satisfatória, outros disseram que merece cuidado da administração quanto à limpeza de banheiros e segurança, mas o que surpreende é que entrevistados dizem que sim a estrutura é adequada, mas os frequentadores precisam ser mais educados e cuidar do lugar.

Quando se tentou pesquisar a recomendação pensasse que a experiência positiva é reconhecida e merece ser replicada questionamos: “você levaria visitantes de outras cidades especialmente neste parque?” As respostas foram unânimes em sim, relatam que é uma das principais atrações turísticas da cidade, visitar a feira hippie uma referência.

O que o parque representa?

“Representa uma praça grande no centro da cidade só que com árvores”
“É o marco central da cidade, todo mundo conhece”

Sendo assim considerado como uma referência histórica, de lazer e que representa parte da cultura da cidade, mas também é uma representação da memória afetiva da cidade.

5. DISCUSSÕES

“Não se vendem mais objetos, tijolos ou habitações, mas cidades” (Henri Lefebvre, 1966),

As interpretações dos dados empíricos juntamente com as contribuições teóricas e fenomenológicas baseiam-se em Benjamin (1984) propondo a percepção do tempo por adultos; em Foucault (1977) e o pensamento contemporâneo da identidade no espaço medida pela nova concepção de tempo; em Lefebvre

(1966) diferenciando o percebido, o vivido e o concebido; em Certeau (1994) do conceito da cidade e as práticas urbanas com a fusão espaço-tempo centralizados na perspectiva de Bachelard (1929) e de Bourdieu (1994) ao identificar como as práticas temporais e espaciais influenciam as representações e organização do espaço Urbano. Possibilitaram as seguintes discussões:

- (1) Os lugares como objeto de consumo
- (2) Desigualdades, periferias e Novas Centralidades.
- (3) Transformação do consumo para Bem-estar

Nos anos 80 as publicações se encaminham para publicações voltadas para as indústrias ditas como “limpas” o setor de serviço, caracterizado principalmente pelo lazer, pelo entretenimento e pelo turismo. Em contraponto a uma literatura que promovia a produção, os estudos passam a dar lugar ao consumo tão quanto ou ainda mais importante que o próprio setor produtivo.

Carlos (2006) afirma que espaços como mercadoria, atualiza a discussão sobre a produção do espaço como categoria indispensável do conhecimento, enquanto realidade concreta, articulada ao movimento de reprodução da sociedade. A autora ainda defende a tese de que o espaço é uma realidade prática que se constitui no decorrer da história da humanidade enquanto “condição, meio e produto da reprodução social”.

Entender o espaço como lugar do consumo e também com reflexos do próprio consumo. Mediados por uma relação apropriada de tempo e ritmo, do que pode e não pode de regras. Influenciando na duração do uso, tais variáveis influenciam no comportamento, a cidade nascendo e sendo modificada pelas pessoas.

O consumo pode também ser exercido através do consumo direto do espaço através do lazer e do turismo, aonde a sociedade cada vez mais vai se apropriando de espaços naturais transformando-os em verdadeiras mercadorias.

Os tempos se diferem no cotidiano nas pessoas, umas com mais outra com menos, dessa forma o lazer não é igual para todos, o que se padroniza em função da mídia são centralidades, comportamentos como massificados, o uso do espaço público, o tempo da/na vida cotidiana, a segregação sócio-espacial.

A consequência pode ser a perda da memória do lugar, o estranhamento do novo, a não identificação, o não pertencer, a não existência de relação com o lugar. Pode também se tornar positiva com a criação de espaços inteligentes, centros deslocados para jovens, empresas internacionais, profissionais liberais e autônomos. Espaços que oferecem lazer, entretenimento, e atende as novas necessidades.

Tanto Bachelard como Foucault mostram como o pensamento, na sua relação com a verdade, tem também uma história. BARBOSA (1993) afirma que Gaston Bachelard, referencia às modificações conceituais ocorridas com a fusão espaço-tempo e mostrando como tudo está contra esta idéia - a imaginação, os sentidos, as representações: “só vivemos o tempo esquecendo o espaço, só entendemos o espaço suspendendo o curso do tempo”.

Tentar conhecer as pessoas a partir do lugar, do cotidiano vivido, sem a convergência para o entendimento que o lazer cada vez menos qualificado e sim um lazer mercadoria, característica que talvez seja inerente a um homem moderno.

Carlos (2004) afirma que as relações tradicionais desaparecem, as funções do lugar mudam: a rua é agora o lugar da passagem, a praça esta cercada e vigiada. O Shopping Center é o lugar do lazer. Esta visão da autora pode ser percebida nos dados apresentados.

A compreensão desta temática pela retornam mais uma vez as ideias de Lefebvre o concebido, o percebido e o vivido. Angelo Serpa (2007) o espaço público na cidade contemporânea. Estudando-se o espaço público entende que os equipamentos de uma cidade, uma praça ou um parque, por exemplo, de equipamentos destinados ao lazer de uma população, que privilegia, sobretudo, a questão dos parques públicos a sua centralidade e decentralidade. Que ainda merece ser estudo o território com relações que envolvem poder e ou como lugar com o envolvimento ou não de identidade. Revela-se pelo cotidiano, pelo uso, com relações

de identidade, pelo ponto de encontro da sociabilidade. É a compreensão do espaço como lugar que tem campo fértil no marketing e nas aplicações propostas pela TSR.

6. CONSIDERAÇÕES FINAIS DESTE ESTUDO

Este estudo é parte integrante de um estudo maior, que de forma qualitativa tenta compreender os fenômenos de transformação de parques urbanos. Os dados até agora coletados, confirmam a diferença entre ser da cidade e ser urbano, o lugar e a hora para tudo e as percepções dos entrevistados apontam para a teoria emergente na academia da co-criação de valor pelo consumidor, presente na Transformative Service Research – TSR proposta por Anderson (2010 2013).

As conclusões confirmam as propostas de Rust e Huang (2014), Ostrom, Mathras, e Anderson (2015) para os potenciais benefícios para a sociedade de pesquisas de serviços em TSR para melhorar o bem estar dos participantes, uma extensão lógica de uma das funções tradicionais de marketing.

A revisão bibliográfica tentou compreender as temáticas do lazer urbano em uma perspectiva de transformação e conseguiu localizar que “transformação”, “transformacional” são conceitos presentes nos principais textos. Os dados empíricos apontam que o consumidor é ciente das transformações propostas pela inclusão social e urbana de espaços de livre lazer, especificamente de parques que podem atuar como catalizadores da saúde e bem-estar.

As categorias emergentes neste estudo corroboram para a análise de campo com os aspectos relacionados aos lugares como objeto de consumo, desigualdades, periferia e território desigual e novas centralidades. Confirmam e constroem os achados teóricos da transformação urbana dos espaços públicos e o consumo pela experiência de seus usuários.

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How is Trust affected by a Leader's failure on his role?

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Abstract

This study explores the trust concept on leadership and how it can affect employee's behavior. The purpose of the paper is to discuss how leadership trust can be affected by a leader's failure on his role.

The research question is "How is trust affected by a leader's failure on his role?" And it will lead us to test and validate the impact of leader's trust on employee's behavior and performance through organizations structures.

In leadership, trust between superiors and followers plays a very important role. Since last decade, there has been a considerable increase in researching trust at the organizational level. Researchers and practitioners continue to recognize trust as an important factor in determining organizational success, organizational stability and the well-being of employees. Trust has also emerged as a central construct in a wide range of management studies including those focusing on performance.

This is a conceptual paper, which explores the concepts of trust, behavior and performance, framed by leadership models. The literature review includes a documentary analysis of papers from the main scientific databases: Scopus and WOS, using the keywords leadership, trust, behavior and performance.

As expected results we anticipate to confirm if leader's trust within organization hierarchies will generate and be a key factor on behavior and thus lead to better performance from employees which will originate better results from their tasks and thus more efficiency which in turn will lead to high organizational performance.

Keywords

Leadership, Trust, Behaviour, Performance

1. INTRODUCTION

Trust has been one variable that shows to be an important factor in the success of organizations and in its stability and well-being of employees. Trust can influence the degree of employees' engagement and can be an influence through the organization. (Albrecht & Travaglione, 2003)

According to Veloso (2010) it has been found that trust in labor relations is declining. A hierarchy issue is appearing as employees rely less on employers and managers. Some authors attribute this declining in confidence in the organizational context to the changes that have occurred as downsizing processes and restructuring, and to the internal functioning of organizations, specifically the leadership styles and change management strategies (Zeffane & Connell, 2003).

On this regard, to establish and maintain a trusting relationship within organization, with team leaders, and specifically with top management bodies, there are important situational factors such as fluid communication, justice and fairness in organizational policies and procedures, perceptions of organizational support, job satisfaction and job security (Albrecht & Travaglione, 2003). In relations between organizations such as outsourcing or supplier-customer, (inter-organizational) trust it is also an important factor, as an example, in collaboration among organizations and maintaining their relationships medium and long term (Ab Aziz, Ahmad, & Dominic, 2012).

In leadership, trust between superiors and followers, between employers and employees, plays a very important role. In order to understand the mutual connection between trust and leadership on a deeper level, Kovac (2010) selected delegation, communication and control as important elements in the leadership process (Kovač & Jesenko, 2010)

Following Kovac's research (2010) he stats that In addition, trust within an organization is gaining in importance due to new organizational forms such as network organizations and knowledge organizations. Thus, an author like Bleicher, who developed the concept of the "organization of trust" (Vertauensorganistaion) (Bleicher, 1991), defines the "organization of trust" in his latest observations as the foundation stone of a modern organization. Bleicher considers "an intelligent company" where trust is "the glue that holds organizations together" to be the organizational form of the future (Bleicher, 2009).

A number of studies have established the importance of trust as a fundamental requirement for social integration and democracy (Paliszkievicz, Koohang, Gołuchowski, & Horn Nord, 2014a). Trust has also emerged as a central construct in a wide range of management studies including those focusing on performance as Kramer (2003), Lewicki,(2005), Mayer (1995), McAllister (1995) or Colquitt (2007). According to Aryee (2002) within organizations, trust has been demonstrated to be an important predictor of outcomes such as organizational commitment, Costigan (1998) already mentioned that employee loyalty is also an important outcome.

The trust literature distinguishes trustworthiness (the ability, benevolence, and integrity of a trustee) and trust propensity (a dispositional willingness to rely on others) from trust (the intention to accept vulnerability to a trustee based on positive expectations of his or her actions (Colquitt et al., 2007)

One of the Leadership styles referred by Boyatzis, Goleman and McKeen(2003) is coaching and on that regard they mentioned that coaching focuses on personal development rather than accomplishing tasks. Yet the style leads to an outstandingly positive emotional response and better results, almost irrespective of the other styles, a leader employs.

Still about coaching Boyatzis, Goleman and McKeen (2003) referred that through personal conversations with employees, coaching leaders establish rapport and trust. Such leaders delegate and give employees challenging assignments that stretch them. These leaders are tolerant towards failures. This style of leadership is most effective with employees who show more initiative and want more professional development. Good coaches effectively communicate a belief in people's potential and an expectation that they can do their best. (Goleman et al., 2003)

2. METHODOLOGY

Based on the literature, for our research, we adopted the leadership styles definitions from the questionnaire that will be prepared and compiled from Lang (1996). The behavior of leaders thus comprises coherent, “to be” notions that are realized with the aid of leadership instruments (Lindert 1996:91). The manner and form of using influential mechanisms for directing co-workers towards achieving objectives have been defined in the four possible varieties of leadership styles; they are marked as L1, L2, L3 and L4

When measuring the perception of the leader’s “democratic” approach, we are going to use the four previously defined leadership styles. We can therefore observe that the democratic approach increases as we progress from the type L1 leader to the type L4 leader, from autocratic vs democratic, directive vs participatory. The individual elements present typical characteristics of theoretically defined leaders, as described above. In this research, we want to measure these elements in the form of statements, i.e. we will ask on the survey to grade the extent they believe the statements apply to their superiors using a scale from 1 (I don't agree at all) to 5 (I fully agree).

All the statements are presented in the section “Defining the types of leaders from the democratic leadership styles.” Since certain elements connect content-wise based on the level of democracy in leadership styles, we hereinafter determined the different types of leaders on the basis of cluster analysis. Based on the perception of individual elements, we later defined different groups of leaders that differ according to their level of democracy in leadership styles.

Other elements studied (trust, the delegation of tasks, the level of communication and control) have a multi-dimensional nature; therefore, they were measured in the research questionnaire indirectly. We determined individual factors (in order to best define an individual element) on the basis of the organization’s practical operation. We measured the trust in different levels of organization, because we wanted to obtain an integrated picture of the trust within the organization as a whole. Consequently, the respondents will evaluate trust within an organization in a general sense, among the top leaders, their superiors and followers, and among the organizational units. The other three dimensions (the delegation of tasks, communication and control) were defined in the research questionnaire from the formal and informal points of view.(Kovač & Jesenko, 2010)

To join another perspective and to expand this research we also going to prepare the questioner based on Paliszkievicz et al (2014) were the authors reported that the items of the instrument loaded on the three components created the following constructs: management trust (MT), organizational trust (OT), and organizational performance (OP). The three constructs with their associated factors. The measures of MT, OT, and OP integrated a Likert-type scale. For positively worded statements, the scale represented strongly agree = 5, agree = 4, neither agree nor disagree = 3, disagree = 2, and strongly disagree = 1. The opposite was used for negatively worded statements.

3. LITERATURE REVIEW

Trust between leaders and their followers

The relationship between superiors and followers may be based on trust or on fear wrote Bleicher (2009). Being more detailed, and precise, Bleicher believes that “in addition to fear, trust is one of the ways of keeping the social system together” Bleicher (2009). Additionally Ghilic-Micu and Stoica (2003) wrote that “fear is the opposite of trust in the workplace” and also emphasize the aspect of negative consequences of fear taking over at the workplace.

Those negative influences of fear on the efficiency of performing work tasks have been confirmed by numerous researchers. Thus, Schein (1995) confirmed the negative influences an atmosphere of fear has on learning processes within an organization Kramer and Cook (2004). Bibb and Kourdi (2007) are even more forthright when they wrote that “low trust cultures are characterized by fear of the boss and fear of making a mistake because of the repercussions.

The sort of behavior that you see in such cultures is caution, lack of risk taking as well as passive acceptance and lack of challenge to authority” (Bibb & Kourdi, 2007). In contrast, Ghilic-Micu and Stoica (2003) stated that a high level of trust leads to “synergy and performance”. Consequently, it is in the interest of each leader to develop a high level of trust in relation to his or her followers. The main goal of all this research is focus on exploring the scope and importance of trust between superiors and followers, employers and employees.

Trust in leadership appears to be associated with a well-established set of leadership actions and behaviors stated Dirks and Skarlicki (2004) as a conclusion on their research, On another research Andersen (2005) as result from his findings,

he wrote that superiors gain the trust of their followers with their activity, and the level of trust between superiors and their followers differs with regard to hierarchical level in an organization.

Taking in consideration all mentioned above, it can be stated that Trust between Leaders and follows, employees and employers, is a very important fact and it should be taken in consideration. Reforming this Kovac (2010) wrote that building trust between superiors and followers is extremely important for a successful and effective operation of an organization.

Based on Kovac (2010) research the basic relationship between superiors and followers within an organization is formed through the leadership process. The basic form of the leadership process within an organization is manifested in the so-called leadership style, which can be defined as a relatively permanent pattern of influence on the followers with the goal of mutually achieving set objectives (Staehle, 1999). In theory, leadership styles are shown for the most part as dichotomous models (autocratic vs democratic, directive vs participatory) (B. B. M. Bass & Stogdill, 1990).

Getting in-depth understanding of the scope of trust between followers and leaders, employers and employees or superiors and followers, exploring the connection between the leadership style (autocratic vs democratic, directive vs participatory) (B. B. M. Bass & Stogdill, 1990) and the level of trust can be seen as too superficial (Kovac & Jesenko, 2010). In order to understand the mutual connection between trust and leadership on a deeper level, following Kovac's research delegation, communication and control were selected as important elements in the leadership process (B. B. M. Bass & Stogdill, 1990). The manner and form of the implementation of control, communication and delegation is, to a great extent, related to leadership style as stated by Bass (1990).

As mentioned above, following Kovac (2010) criteria, we decided to select communication, delegation and control as elements of the leadership process because they occur most frequently in the research related to trust between superiors and followers within an organization. Based on the research by Whitner (1998), the following factors contribute the most to increasing trust between leaders and followers: behavioral consistency, behavioral integrity, delegation and control, communication, demonstration of concern,

According to Das and Teng, (1998) and Schweer and Thies (2003) it was found that a certain level of control is necessary in most organizations. Although trust can simplify the controlling process (Neubauer & Rosemann, 2006) it cannot completely eradicate or substitute it. Trust can only decrease the controlling process complexity.

Referring to Kovac's research (2010), regarding communication some authors as Zand (1977) and Korsgaard and Roberson (1995) emphasize that trust is one of the central elements in the communication process within an organization (Schweer & Thies, 2003). The level of trust influences the quality of the communication process itself and increases its openness and intensity

Delegation is understood as a process of empowerment by ones' followers, who can take responsibility for certain activities (Kovač & Jesenko, 2010). Bass (1990) wrote that "the degree of delegation is associated with the trust the superior has for the subordinate". The form of delegation depends on the trust between the superiors and the followers (Whitener & Brodt, 1998).

Management and organizational trust

We can find many definitions of trust especially in the disciplines of philosophy, psychology, sociology and economics just to name the most relevant ones. According to Herzberg (1988) trusting another person means having a trusting attitude towards the other person. Thus, trust is implicit, not conditional and always rational. Philosophers emphasize a trusting attitude, often subconscious, as being a part of the basic conduct of life as written by Paliszkievicz (2014)

According to Gibb (1978), a psychologist, theorized that trust is instinctive and as a feeling, it is comparable to love. Trust in everyday life is a mix of feelings and rational thinking. Personality psychologists such as Wrightsman (1966) and Rotter (1971) view trust as a personality trait that reflects the general expectations of the trustworthiness of others.

The majority of research on trust, as Butler (1984), Deluga (1994), Tan (2000) or more recently Aryee (2002), focuses on supervisors, managers, or work-group leaders. Researchers as Aryee (2002) or Brown (1996), have noticed that when employees have trust in the top manager, their organizational commitment and organizational identity also improve, which in turn causes employees to work harder and spend more time and energy in their jobs. On the other hand supervisors' actions and behaviors, are essential in determining the followers' attitudes and providing a foundation for trust wrote Withner (1998).

The effect of an employee's trust in top management on the employee's job performance was already study by researchers as Davis (2000), Morgan and Zeffane (2003) or Connell (2003). These authors found that the ideas of fairness and being human-oriented, based on a company's strategies and regulations all have an important impact upon an employee's job satisfaction and organizational commitment. When supervisors express concern for their employees' well-being, help them with career development, and value their work, they signal to their followers that they are interested in a close and social exchange relationship as mentioned also by Paliszkievicz (2014).

According to McAllister (1995), Dirks (2002), Wang (2010) and Yang (2010), there are two types of trust, one of which is exchange-based or relational in nature and the other character-based or cognitive in nature. Affective trust refers to the trust which is based on emotional ties between two parties in a relationship that results from the mutual exhibition of care and concern as written by McAllister (1995) and Dirks (2002). Affective trust is a good proxy for the process of social exchange, given it measures the extent to which both parties in a relationship engage in the reciprocated exchange of care and concern, as stated by Dirks (2002) or recently by Schaubroeck (2011).

Dirks (2002) and Schaubroeck (2011) defined that Cognitive trust refers to that which is based on an instrumental evaluation by the follower of the salient personal characteristics of the leader such as their integrity, competence, reliability and dependability. Cognitive trust influences employee attitudes by making them feel more confident in their supervisor's ability and qualifications to guide their task performance wrote Mayer (1995).

Wong (2003) observed that employees' trust in supervisors is associated with their trust in the organization. As their trust in the supervisor increases, their favorable perceptions of the organization also increase, observed by Pearce (1993). According to Lewis (1985) trust relationships further enable people to make emotional investments, because they believe in the intrinsic virtue of such relationships and that these sentiments are reciprocated.

Aryee (2002) stats that trust in the leader has been found to correlate with organizational trust, the antecedents of trust in the organization are different from those of trust in the leader, as mentioned by Tan (2000) one of his research. Findings from some studies suggest that the insecure future of the organization, inadequate working conditions, and poor treatment (Kiefer, 2005) or job insecurity (Wong, Wong, Ngo, & Lui, 2005) could lead to employees' distrust in the organization.

Trust in organizations involves employees' willingness to be vulnerable to their organization's actions. This willingness can be rendered only when an organization clearly communicates its actions to its employees through informal and formal networks. An important source of information is the employee's immediate social environment, which largely comprises co-workers Paliszkievicz (2014).

Deming (1994) stated that lack of trust in organization results in impairment of the entire system. Thus, organizational trust is mandatory for optimizing an organizational system because it can create a safe environment and lubricate organizational functioning.

Based on the literature the way we propose to analyze this variables is following Paliszkievicz (2014) theoretical model and empirically measure trust in organizations as it relates to organizational performance.

On their research Paliszkievicz et al (2014) attempted to empirically validate an instrument with three components: management trust (MT), organizational trust (OT), and organizational performance (OP). The authors concluded that the three components, MT, OT, and OP, were empirically validated to be reliable and interpretable among their associated factors.

4. CONCLUSIONS

The results that we expect to obtain and after the analyses should indicate the connection between the level of democracy in leadership styles and also the level of formalization in delegation, communication and the control of the tasks of one's followers or employees, as well as the democracy in leadership and the level of trust. Based on (Kovač & Jesenko, 2010)

We also expect that as stated by Rotter (1967) and Gilbert (1998) the two most common targets of trust in the literature are interpersonal trust, and organizational trust, can be validated as Interpersonal trust between managers and followers improves performance and productivity. Moreover, interpersonal trust between managers and followers influences high organizational commitment and morale; and low turnover and absenteeism (Diffie, 1984). Improving behavior (McAllister, 1995) and enhancing the quality of communication (Yeager, 1978) are other positive characteristics when interpersonal trust between managers and followers are present.

This study will be an approach between leadership styles and level of democratic leadership and variables as trust, control, communication and delegation, mixed with an approach of the relation between organizational trust, management trust and organizational performance.

At the end we pretend to have a theoretical model that can be used in future researches.

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Zeffane, R., & Connell, J. (2003). Trust and HRM in the new millennium. *International Journal of Human Resource Management*.

Estudio de los índices de marca país más relevantes: el turismo como elemento esencial

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RESUMEN

Este artículo pretende poner de relevancia la Marca País como elemento esencial en los mercados internacionales, la necesidad de los sectores empresariales y gobiernos para establecer una identidad propia en el mundo globalizado exige una diferenciación para lograr que las inversiones, exportaciones y el turismo de un país sean favorables, incitando así la importancia de este concepto. Por este motivo, y a partir de la revisión bibliográfica, se pretende entender las diferentes perspectivas de aproximación conceptual a la idea de Marca País, tanto la utilización del término como las referencias básicas al mismo.

Por último se aborda el estudio de los diferentes índices para su medición y, de esta forma, determinar el peso de ciertos factores en el que la Marca País juega un papel estratégico principal, y en cuáles de ellas el factor turismo se incluye como una dimensión relevante a considerar, que será decisiva en la evaluación final de la Marca País.

Palabras clave: Marca País, posicionamiento, competitividad, turismo, índices de medida.

ABSTRACT

This article seeks to highlight the importance of the Country Branding as a key tool in the international markets, the concept stems from the need of different business sectors and governments to generate their own identity in a globalized world which requires differentiation to increase exports, investment and tourism in a country. In this way and from the literature review is intended to meet the different perspectives of conceptual approach to the idea of Country Branding, both the use of the term and its basic references.

Finally the study of the different scales used in measurement, to determine the weight of certain factors in where the Country Branding plays a major strategic role is discussed, and in which of them, tourism factor is included as a relevant dimension to consider, and will be decisive in the final evaluation of the Country Branding.

KeyWords: Country Branding, positioning, competitiveness, tourism, measure indexes.

1. INTRODUCCION

A través de la Marca País se logra que los países sean capaces de mostrar elementos diferenciales que son determinantes en la percepción que tiene el mundo sobre ellos, en este sentido, la mayoría de las naciones han tomado medidas concretas para favorecer su posicionamiento en los mercados internacionales para incrementar, entre otros, sus exportaciones (Kotler and Gertner, 2002) y la llegada de turistas (Caldwell and Freire, 2004).

En los espacios del mundo actual la Marca País se considera una herramienta indispensable, en la que se deben aunar esfuerzos para impulsar y fomentar las oportunidades comerciales del país, mejorando así su imagen, que repercutirá en los beneficios para turismo (Caldwell and Freire, 2004) promoviendo así intereses que coadyuven a un desarrollo del mismo.

Existen diferentes índices para medir la relevancia, importancia o fuerza de la Marca País, que influyen en la reputación y en la decisión de los consumidores a la hora de decantarse por un país u otro. El análisis de estos índices nos permite conocer en cuáles de ellos el turismo es un factor condicionante a la hora de medir el impacto en los mercados internacionales para obtener una Marca País ventajosa.

2. REVISION DE LA LITERATURA

En la literatura encontramos múltiples dimensiones del fenómeno que han derivado en gran cantidad de conceptos similares, así la atención del estudio no sólo se encuentra en los servicios, productos, o marcas corporativas, sino también en los países (Dinnie et al, 2002; 2006; Dinnie, 2008). Este considerable aumento en la literatura se ha visto acompañado por un nuevo campo multidisciplinario de estudio (Dinnie, 2004; 2008) dentro de ámbito del marketing, que se ha hecho llamar Marca País (Papadopoulos, 2004).

Según O'Shaughnessy y O'Shaughnessy, (2000), la conceptualización del término "país" como marca se admite de manera considerable en las literaturas de gestión de marca así como de la Marca País. De Chernatony (2006) establece que los lugares también están siendo aceptados como marcas. Anholt (2003; 2005) comenta sin duda que los países poseen marcas o al menos actúan como si lo fueran, hacia este respecto hay que valorar la influencia que esas marcas tienen en las decisiones, percepciones y comportamiento del consumidor.

A continuación se va a explorar sobre las distintas acepciones que los autores han ido recopilando a lo largo del tiempo. Para Van Ham (2001b) la Marca País significa un cambio en los paradigmas políticos, un movimiento clave del mundo de la geopolítica así como el poder a través de imágenes e influencia. Sin embargo, este mismo autor cabe observar que el país que carece de marca o que cuenta con una marca poco estable y concreta, se enfrenta a una labor complicada en su propósito para atraer el interés hacia el ámbito económico y político, ya que la reputación y la imagen componen el objetivo estratégico de cada nación.

Gudjonsson (2005), hace referencia a la Marca País como el proceso de construcción de plataformas así como un entorno eficiente, influirán de manera positiva en que las marcas y empresas puedan competir en los mercados del mundo. Papadopoulos (2004), conceptualiza el término de manera sencilla como el conjunto de esfuerzos que los gobiernos nacionales dirigen a la comercialización de los lugares.

Molina (2004) subraya que la Marca País se refiere a tratar de identificar ciertos productos y servicios principales que son componentes de la potencia exportadora de un determinado territorio, para de esta manera, lanzarlos al mundo, como un activo estratégico bajo el sello de "hecho en". Se trata, por tanto, de una imagen generada para el exterior, para cualificar los productos y servicios procedentes de un determinado país

Dentro de esta misma línea de definición, Béjar (2002) vincula el concepto a cómo los consumidores codifican información sobre marcas producidas en diferentes países, por lo que estos tendrán distintas categorías cognitivas según el país y las marcas a las que se refieran. Una imagen que tenga una caracterización cognitiva rica, será asociada con un mayor nivel de confianza, por tanto, la Marca País tiene numerosas variables externas que afectan a su posicionamiento.

Licona y Velez (2007) amplían esta definición incluyendo un aspecto interno de pertenencia a un grupo, de identidad nacional. Se refieren al término como un envoltorio de las ventajas competitivas de la Marca País que se transforman en un elemento de producción estratégico para la mejora de la calidad de vida.

Loo y Davis (2006) proponen que cada nación es una marca en sí misma y la mayoría de las naciones han trabajado en este concepto. La Marca País se desarrolla de manera deliberada o por defecto, elaborando su propia forma a través de diferentes fuentes, tales como el boca a boca, la educación, los medios de comunicación, los viajes, las compras de productos y relaciones con su gente.

Fetscherin (2010) afirma que una Marca País tiene un carácter complejo e incluye múltiples componentes, niveles y disciplinas, requiere, la colaboración a nivel colectivo de los diferentes actores y hace referencia a la imagen de una nación, que lleva implícito diferentes factores tales como económicos, sociales, políticos y culturales. Sin embargo, para Anholt (2008), la Marca País es la manera de gestionar la reputación global de una nación.

Anholt (2002), también manifiesta que el fenómeno de la globalización ha transformado el mundo en un enorme mercado, en el que cada país lucha para conseguir incentivar las exportaciones, las inversiones extranjeras, el turismo y la inmigración. Según Jaffe y Nebenzahl, 2001; Kleppe y Mossberg, (2006), y basándose en la creencia de que una Marca País fuerte puede contribuir al desarrollo sostenible de los países, los gobiernos solicitan cada vez más la capacidad del marketing para ubicar sus naciones en el marco internacional con el propósito de alcanzar una diferencia competitiva en relación a otros.

Gudjonsson (2005) explica la utilización de herramientas de *branding* que se emplean en la Marca País para modificar positivamente el comportamiento, las actitudes, la identidad o la imagen de un país. Fan (2006) de manera similar también afirma que la Marca País utiliza las técnicas de comunicación y *branding* propias del marketing para promocionar la imagen de una nación.

Como factores relevantes a mencionar son la atracción de turistas indicada en la literatura de forma reiterada (Beverland y Lindgreen 2002; Gilmore 2002; Laws et al, 2002; Anholt 2003; Dore y Crouch, 2003; Dzenovska 2004; Pike, 2005; Florek y Conejo 2006; Nuttavuthisit 2006; Henderson 2007 Dinnie 2008), e igualmente el aumento de las inversiones directas extranjeras (Anholt 2003; Dzenovska 2004; Papadopoulos 2004; Florek y Conejo 2006; Capik, 2007; Dinnie 2008; Arregle et al, 2009; Cho et al., 2009; Lee y Rugman, 2009).

El hecho del incremento de la competencia global, obliga a los diferentes países a gestionar sus recursos para estimular y favorecer la diferenciación con otros países rivales, potenciando el turismo, las exportaciones, la inversión, las empresas, las fábricas y el capital humano cualificado (Kotler et al, 1999; Olins, 1999; Van Ham, 2001; Kotler y Gertner, 2002; Papadopoulos, 2004).

Para los investigadores, todas estas aproximaciones ofrecen una valiosa orientación dentro del área de estudio de la Marca País, sin embargo dentro de este campo, aún cabe confiar en un mayor desarrollo del término, basado en el dominio como en la maduración de la materia. (Dinnie et al., 2010).

3. LA MARCA PAÍS Y LOS INDICES DE MEDIDA MAS RELEVANTES

En este artículo se pretende comprender el impacto de la marca país en la imagen del propio país, el efecto que provoca en el factor turismo, y si este factor se considera un ingrediente clave en la medición de la Marca País, para este propósito es necesario estudiar en profundidad los índices de medida que hasta la fecha se han dirigido a medir el término Marca País.

Para Fetscherin (2010), los índices de medida más relevantes que valoran la Marca País no derivan de la literatura académica sino de las fuentes privadas: el Futurebrand Country Brand Index (CBI) y el Anholt GfK Roper Nation Brand Index (NBI). Ambos índices son considerados muy útiles y empleados a nivel mundial por muchos proyectos de Marca País. Por otro lado, se ha incluido un índice de medida más en el artículo por su especial relevancia en la literatura académica, es el llamado Country Rep Track (CRepT), a continuación realizaremos la correspondiente valoración y análisis de cada uno de ellos.

3.1 Anholt GfK Roper Nation Brand Index (NBI)

Fetscherin (2010), asegura que uno de los índices de Marca País más sofisticados y utilizados es el Anholt GfK Roper llamado Nation Brand Index, desde ahora (NBI), cuenta con una publicación anual y realiza alrededor de 20.000 entrevistas online en 20 países diferentes. El índice presenta la percepción de los países a través de sus seis dimensiones: exportaciones- inversión- turismo- gobierno- inmigración- gente- cultura y patrimonio.

El NBI se basa en la aproximación a la equidad de marca centrada en el cliente, se desarrolla a través de sondeos y preguntas. Los resultados se fundamentan en datos primarios subjetivos. El NBI analiza 20 países entre los 195

posibles, lo que podría considerarse como una limitación en número, aunque también, proporciona una estimable información sobre la percepción entre países. El NBI es capaz de medir la percepción de una Marca País, positiva o negativamente, (Fetscherin, 2010)

Anholt (2010), el autor con el que se suele identificar el término Marca País, establece que la percepción de un determinado país tiene relación con el establecimiento del sistema que controla la política, la estrategia y la comunicación y afirma que los países con mayor reputación se encuentran en una posición más ventajosa que las que no la tienen.

3.2 Futurebrand Country Brand Index (CBI)

El Futurebrand Country Brand Index (CBI) es un estudio a nivel mundial realizado por la consultora privada FutureBrand, con el objetivo de recopilar las asociaciones que componen la preferencia para la valoración posterior de la marca país. FutureBrand utiliza una encuesta para recopilar datos cuantitativos de los viajeros frecuentes, organiza grupos de discusión sobre turismo, inversión, exportación y políticas públicas, expertos y multitud de fuentes online (Sevin, 2014), más de 110 países se incluyen en este estudio (Adams, 2010)

Estas asociaciones quedan divididas en las dimensiones que se mencionan a continuación: sistema de valores, calidad de vida, negocios, patrimonio-cultura y turismo, esta última dimensión se desglosa en otros factores para un estudio más profundo, y finalmente queda compuesto por: atracciones, resorts y opciones hoteleras, relación calidad-precio, gastronomía y elección como destino de vacaciones. Por tanto, este sistema resulta muy eficaz para establecer la validez del contenido de las preguntas de la encuesta y otros instrumentos de medición. La sólida recolección de datos y los procedimientos de análisis aseguran la fiabilidad de la medición (Sevin, 2014).

3.3 Country Rep-Track (CRepT)

La metodología del Country Rep Track (CRepT) fue creada para afrontar la necesidad de un modelo más fuerte capaz de unir reputación, antecedentes y consecuencias de un mismo país, así como instrumento útil para las organizaciones de turismo y de desarrollo de negocio, en un esfuerzo para dirigir la reputación en sus respectivos países.

La metodología se basa en un modelo multivariable que mide el atractivo general del país, denominado "Country RepTrack Pulse" así como una medición para las dimensiones que potencia la evaluación general. Este índice es muy conveniente para muestras de gran tamaño, además, estudios previos demuestran que el Country Rep Track es una herramienta de medición válida y fiable, (Go y Govers, 2011).

Si tanto es cierto que el CRepT no incorpora el factor turismo dentro de sus variables a estimar, hay que matizar que si hace alusión al concepto de una manera sutil, especificando para su medición variables como "la belleza del país" y "país para disfrutar", variables similares que si aparecen en otros índices haciendo referencia al turismo.

Para los autores Go y Govers, (2011) ciertos acontecimientos se pueden convertir en noticia de manera prácticamente instantánea y dar la vuelta al mundo en pocos minutos, éste hecho puede influir radicalmente sobre la opinión general del país en el que tienen lugar los hechos.

La opinión pública influye de manera sustancial en las relaciones diplomáticas entre países, en el nivel de inversión extranjera y en el número de turistas, (Kotler y Gertner 2002; Papadopoulos y Heslop 2002; Yang et al.2008).

4. INDICES DE MEDIDA: ANALISIS COMPARATIVO.

A continuación se recoge un estudio comparativo de los Índices de Marca País elegidos en el presente artículo por su especial relevancia en la literatura académica, se presentan los diferentes factores que aplica cada índice, si el factor turismo se ha incluido en el índice y los indicadores en los que se subdividen.

Es interesante comprobar que la mayoría de los factores considerados para el estudio de cada índice se desglosan para un estudio más profundo y exhaustivo del peso que tendrán en el resultado final del mismo, lo que aparece reflejado por el número de indicadores. A este respecto y centrándonos en los específicos para el factor turismo se pueden hacer algunas consideraciones, que se presentan a continuación.

- Los factores que considera el NBI son los siguientes: Exportaciones, Turismo, Inversiones, Inmigración, Gobierno, Gente, Cultura y herencia. La referencia al turismo se hace de manera directa, y su desglose se

compone de: el Interés en visitar el país y atractivo que generan los recursos naturales o contruidos por el hombre. Este indicador es el más completo de todos los analizados a nivel general, recoge una representación de los factores que afectan al turismo, aunque no muy extensa. Sin embargo, es considerado uno de los índices más prestigiosos de la literatura académica.

- Los factores que considera el CBI son los siguientes: Sistema de valores- Calidad de vida- Posibilidad para los negocios- Turismo- País de origen- Cultura y Patrimonio. Los indicadores que hacen referencia concreta al turismo, son: relación calidad-precio, atracciones, resorts y opciones hoteleras, consideración de visita por vacaciones, gastronomía, y 3 lo hacen de manera indirecta: interés histórico, patrimonio, arte y cultura, belleza natural, (éstos no se encuentran dentro del apartado Turismo, sino en el de Cultura y Patrimonio). Se puede observar la gran notoriedad adjudicada al factor turismo, así como su complejidad, por tanto es uno de los Índices que pueden considerarse como más completo y relacionado con el factor turístico.
- Los factores que considera el CRepT son los siguientes: Economía avanzada, gobierno efectivo y ambiente atractivo. Ninguno de los indicadores hace referencia de forma precisa al factor turismo, tan sólo dentro de ambiente atractivo encontramos un par de factores que hacen cierta alusión al mismo (belleza del país y país para disfrutar), aunque de manera poco específica. La reputación de los países puede incidir en la decisión del destino de los viajeros poniendo de manifiesto que podría existir una relación directa entre la reputación, el turismo y la Marca País.

Tabla I. Índices y Factor Turismo

Índice Marca País	Incluye factor Turismo	Desglose Factor Turismo	Factores referentes al Turismo	Desglose factores referentes
Country Rep-Track (CRepT)	No	X	Ambiente atractivo	Belleza del país País para disfrutar
Anholt GfK Roper Nation Brand Index (NBI)	Si	Interés en visitar país Atractivo de los recursos naturales o contruidos por el hombre	No	X
Futurebrand Country Brand Index (CBI)	Si	Calidad-precio Atracciones Resorts y opciones hoteleras Visitaría por vacaciones Gastronomía	Cultura y Patrimonio	Interés histórico Patrimonio Arte y cultura Belleza natural

Fuente. Elaboración propia

De este modo, se ha encontrado una relación sólida y directa entre el factor turismo y la Marca País para CBI y NBI, pudiendo destacar para ambos índices tanto su planteamiento como su diseño. CBI se pondera como el índice que más factores relaciona con el turismo, el NBI además de ser un índice completo, se caracteriza por contar con un elevado respaldo y prestigio dentro de la literatura académica; Sin embargo, para el CRepT se puede concretar una relación indirecta pero mucho menos sólida y coherente que para los dos índices anteriores, a continuación se realizará un breve análisis de los mismos enfocado al factor turismo.

5. INDICES DE MARCA PAÍS CENTRADOS EN EL FACTOR TURISMO

Una vez concluido el estudio de los diferentes índices de medida y su posterior análisis consideramos como modelos más completos y destacados el Anholt GfK Nation Brand Index (NBI) y el FutureBrand Country Brand Index (CBI) ya que incorporan el factor turismo como elemento base en la estimación de sus índices concediéndole así un peso relevante que influirá en el resultado final de la fortaleza de la Marca País.

Según Feinberg y Xiaoyan (2011), Anholt GfK Roper Nation Brand Index (NBI) posee una experiencia de más de 30 años en este campo, dirigido por Simon Anholt, experto en Marca País que proporciona al mundo un barómetro único de opinión global. Para los autores Go y Govers (2011) este índice se caracteriza por contar con múltiples fortalezas, de entre las que podemos destacar como es utilizada la información para construir una reputación favorable, los datos que ofrece este estudio se utilizan como itinerario para conseguir un cambio efectivo en el comportamiento de un país y no

únicamente como mera plataforma de marketing. El análisis hace posible una comprensión más certera de los elementos de acción enfocados a la toma de decisiones.

Este índice aporta una de las valoraciones más comprensibles y representativas sobre la Marca País, ya que da cobertura tanto a las economías principales como a las emergentes, ofrece por tanto a los gobiernos, una técnica muy útil para alcanzar un manejo más eficiente de la marca país, (Go y Govers, 2011).

La percepción fuerte o débil de un determinado país, puede repercutir de manera sustancial en la toma de decisiones sobre los lugares que visitar, invertir o incluso donde vivir. Este hecho dentro de un marco global, es capaz de aportar una ventaja competitiva para el turismo entre otros factores, y constatar así el argumento para trabajar en una Marca País más proactiva.

En los últimos años, el informe de Marca Pais de FutureBrand (2014-2015) ha conseguido poner de manifiesto la transcendencia del factor "país de origen" hacia una mayor comprensión en la fortaleza de la marca país. En concreto, el rol de este factor como impulsor en la elección de los consumidores se hizo palpable en su investigación a través del "made in".

Este fenómeno puede ser entendido gracias a la asociación que las marcas más destacadas tienen a un país, esto no solo ofrece una aportación representativa a la percepción del mismo, sino también una preferencia por los productos y servicios de países específicos. En resumen, se puede demostrar que las percepciones fuertes dan lugar a decisiones de visita, recomendación y negocios con un país (FutureBrand, 2014-2015).

6. CONCLUSIONES

Desde el punto de vista teórico, éste artículo presenta una revisión bibliográfica para el concepto Marca País así como los diferentes índices de medida sobre la misma, donde se ha puesto en evidencia los distintos y más relevantes factores que se incluyen a la hora de valorar el resultado final de los índices haciendo especial énfasis en el factor turismo.

Se puede concluir que de los tres índices de Marca Pais estudiados, NBI, CBI y CRepT, los dos primeros realizan una mención concreta al factor turismo dentro de la medida global de sus índices. El CRepT no hace ninguna alusión evidente a este factor de manera individual, pero sí a otros semejantes que podrían ser comprensiblemente admitidos dentro de la categoría para su definición. De los dos primeros, comentados con anterioridad, únicamente el NBI proporciona un desglose de las múltiples variables que para ellos conforman el total del mismo, de este modo se consigue un resultado más riguroso para el análisis del factor turismo y la fuerza que concede a la Marca País.

Sostenemos que la fuerza de la Marca País contribuye al aumento del turismo, exportaciones e inversiones y se ha transformado en un elemento clave en el desarrollo de un país, aunque no deja de presentarse, como un valor complejo en el que intervienen diferentes niveles, disciplinas y componentes. El empeño de un país para trabajar y gestionar su propia marca se apoya en diferentes variables como pueden ser las políticas nacionales y el comportamiento de los actores nacionales para negociar con el exterior, entre otros.

Tanto las instituciones públicas y privadas como los gobiernos deben ser conscientes del poder que la marca atesora para contribuir a obtener los propósitos del país, orquestando las etapas para construir, gestionar y preservar la marca. No existe aún una campaña de publicidad o relaciones públicas que haya conseguido que un país se convierta en algo que no es en realidad, este hecho puede acarrear turistas molestos que en última instancia van a deteriorar con sus críticas negativas la imagen de su Marca País (Kotler y Gertner, 2002)

La Marca País se considera como una de las herramientas más poderosas y eficaces con la que puede contar una nación en términos de competitividad desde la lógica del marketing. Un desarrollo adecuado, permite construir alianzas estables con otras naciones, impulsar y favorecer el turismo y fomentar la inversión extranjera, entre otros beneficios derivados de una marca con un mensaje persuasivo y convincente que aúne y respalde las características de una nación.

Por lo tanto y en relación al turismo, queda de manifiesto que la Marca País posee una alta estimación así como una gran capacidad de respuesta para el turismo principalmente debido a que este cuenta con una mayor susceptibilidad a la hora de atraer flujos de visitantes que pueden verse influidos por conocer un país con una marca bien posicionada.

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Online Consumer Behavior of Mass Customized Apparel: A Proposed Model

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Abstract

Electronic commerce of apparel products has experienced unprecedented growing in the last decade and is considered to be a major category in the online market. Despite the significant bulk of research in this domain, there are still issues barely explored related to consumer physical and psychological online interaction with apparel products, specifically associated with an online mass customization strategy, co-design and made-to-measure options.

Some models have been applied to explain personality constructs relevant to online consumer behavior, although to the best of our knowledge no study has employed a hierarchical structure for understanding the relationships among these personality constructs in the mass customization field. Thus, this study proposes the use of MOWEN (2000) 3M Model of Motivation and Personality and its four levels hierarchy of traits, to explain how Desire for Unique Products, Need for touch, Need for simplicity, Need for Reality and Fashion involvement, influences Intention to purchase online mass customized apparel products.

Keywords

Online Mass Customization, Apparel, Consumer Behavior, 3M Model

1. INTRODUCTION

In the early beginning of studies focusing online commerce (e.g. BELLMAN, LOHSE, & JOHNSON, 1999; CHILDERS, CARR, PECK, & CARSON, 2001; LIMAYEM, KHALIFA, & FRINI, 2000), experimental products as apparel, are referred as the ones which would never be sold online. Although, contrary to early beliefs apparel products are in the top of preferences for browse and purchase online, and are one of the products responsible for the growing of e-commerce (NIELSEN, 2014; SIBS, 2015; YSTATS, 2013).

The growth of apparel e-commerce is, in part, a result of the adoption of new strategies and investments in new technologies to attract consumers by online retailers. Mass customization is one of the strategies implemented. With online mass customization, the consumer can participate in the process of product development, co-design and fit customization, being able to create customized products according to their needs and desires (BROEKHUIZEN & ALSEM, 2002; FIORE, LEE, & KUNZ, 2004).

Concerning the existent research on online consumer behavior of apparel customized products, some theories have been dominant, such as the Theory of Reason Action (TRA) (FISHBEIN & AJZEN, 1975) and related theories on attitudes, including the Theory of Planned Behavior (TPB) and Technology Acceptance Model (TAM) (DAVIS, 1989) (S. S. LEE & CHEN, 2010). Despite this, studying the topic from different perspectives or frameworks could be valuable to add new knowledge to the existent body of literature, so the current study is grounded on the Meta-Theoretic Model of Motivation and Personality, 3M by MOWEN (2000), which to the best of our knowledge has never been applied in this particular field of research.

The 3M model was validated in 17 studies, and generally account for high levels of variance in behavioral tendencies, such as compulsive buying or sports participation. Since the proposal of Mowen's meta-theory several studies have already employed it with success, showing than the model can be applied in a wide range of contexts such as: visual aesthetics (MOWEN, FANG, & SCOTT, 2010), word-of-mouth communications (MOWEN, PARK, & ZABLAH, 2007), gambling (MOWEN, FANG, & SCOTT, 2009), tourism (SCHNEIDER & VOGT, 2012) and also online shopping (BOSNJAK, GALESIC, & TUTEN, 2007; T. CHEN, 2011).

The purpose of this study is to propose a model based on the 3M Meta-theoretic Model of Motivation and Personality, to explain the intention to purchase online mass customized apparel products.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Being a hierarchical model, the 3M meta-theoretical model provides an organizational structure to understand the relationships between several personality constructs relevant to explain consumer behavior. The traits hierarchy consists of four levels, elemental (level IV), compound (level III), situational (level II) and surface traits (level I). In all of the levels, traits are always considered unidimensional and the interaction between the different levels is operated from broad traits (e.g. elemental) to narrow ones (e.g. surface). Each one of them explaining variance in behavior prediction. In the following revision, traits are presented starting in the first level (surface traits), since intention to purchase online mass customized apparel products is the main object of study.

2.1 SURFACE TRAITS (LEVEL I)

Surface traits are defined as enduring tendencies to act with respect to categories of products or a specific domain of behavior and are considered the immediate determinants of behavior. This first level is a result of interaction between elemental traits, compound traits and situational traits with enduring attitudes and involvement.

2.1.1. Intention to purchase online mass customized apparel products

The relationship between intention and behavior has been largely studied. The precursors of these studies were FISHBEIN & AJZEN (1975). They stated that behavior is determined by intention to perform it, and a behavioral intention refers to *"(...) a person's subjective probability that he will perform some behavior"* (FISHBEIN & AJZEN, 1975, p. 188). Consequently, the stronger the intention, the stronger is the probability to perform the behavior (AJZEN, 1991).

In the field of consumption, purchase intention reflects the desire and individual's willingness to purchase, an immediate predictor of actual shopping behavior (Y. H. CHEN, HSU, & LIN, 2010). Several factors have been identified affecting intentions toward the mass customized product and the process itself, as: personality characteristics such as: the optimum stimulation level, need for uniqueness, involvement, innovativeness, enhancement of individuality, experimenting with appearance and status aspiration (CHOY & LOKER, 2004; FIORE ET AL., 2004; FIORE, LEE, KUNZ, & CAMPELL, 2001; KANG & KIM, 2012; LATTER, PHAU, & MARCHEGANI, 2010; MOON & LEE, 2014; PARK, HAN, & PARK, 2013; WANG & LIU, 2009); knowledge and previous experiences (E.-J. LEE & PARK, 2009; H.-H. LEE & CHANG, 2011), beliefs related to trust, perceived risk, perception of costs benefits, perceived security and intangibility or even variables related to user experience like perceived ease of use, perceived usefulness and complexity (CHO & FIORITO, 2009; DELLAERT & DABHOLKAR, 2009; MOON, LEE, & CHANG, 2013; MOON & LEE, 2015; PARK ET AL., 2013). Finally, others further integrate social related factors as subjective norm and social influence (E.-J. LEE & PARK, 2009; PARK ET AL., 2013; WU, KANG, DAMMINGA, KIM, & JOHNSON, 2015).

In this research is proposed that intention to purchase online mass customized apparel products is influenced by situational traits, need for unique products, need for touch, need for simplicity, need to reality and apparel involvement.

2.2 SITUATIONAL TRAITS

Situational traits are consider predispositions to behave within a specific context that result from the effects of elemental and compound traits and the specific context and task definition. These traits should account for more variance in consumer behavior that compound or elemental.

2.2.1 Desire for unique products

Uniqueness is one of traits that was more consistently associated with apparel and mass customization. Clothing is usually referred as one of the commodities which allow the expression of uniqueness (SNYDER & FROMKIN, 1980) and customization as a consequence and a manifestation of the desire for unique products as well as the perfect way to pursue uniqueness (LYNN & HARRIS, 1997b; TIAN, BEARDEN, & HUNTER, 2001).

Several studies have already empirical related this need for uniqueness with attitudes and intentions to use apparel customization (KANG & KIM, 2012; PARK ET AL., 2013). In this study the desire for unique products is proposed at the situational level, since it can vary according to the situation or product itself (MICHEL, KREUZER, KÜHN, BERN, & SCHUMANN, 2009),

H1. Desire for unique products will have a positive direct effect on intention to purchase online mass customized apparel products

2.2.2 Need for touch (NFT)

Since early age the sense of touch is used to explore and evaluate the surroundings, and that interaction will influence individual judgements (JANSSON-BOYD, 2011). In the case of apparel products, touch is one of the most important senses since it allows textile perception by evaluating the weigh, hardness and roughness (GROHMANN, SPANGENBERG, & SPROTT, 2007). Thus the impossibility to touch an apparel product can affect judgement, conviction and decision making, especially in online environments. CITRIN, STEM, SPANGENBERG, & CLARK (2003) found that tactile need has a significant negative effect on clothing purchase and PECK & CHILDERS (2003) found that high NFT consumers show less confident and frustration in their evaluations resulting from not being able to touch the product.

H2. Need for touch will have a direct negative effect on intention to purchase online mass customized apparel products

2.2.3 Need for simplicity (NFS)

Simplicity can be seen as a lack of obstruction which leads users to be able to get what they came for, achieving a maximum of results with given means (KARVONEN, 2000). Consumers can experience complexity or

confusion in certain environments where a large number of options are presented, and when the information is not clearly presented (HUFFMAN & KAHN, 1998).

In the field of mass customization the concept of “*mass confusion*” is one of the most used, which is described as the negative consequences derived from information overload and excess of variety (KOHLE, FUELLER, MATZLER, & STIEGER, 2011; PILLER, SCHUBERT, KOCH, & MOSLEIN, 2005).

In the case of options, sometimes is difficulty to manage what is presented, because extensive consumer information may be necessary to provide individualized offerings. In the case of apparel, the diversity of styles, colors, fabric choices and other attributes can be indeed overwhelmed (KANG & KIM, 2012). Some studies have found that some consumers are attracted by a large number of choices, although when making decisions they prefer having fewer options (LORANGER, 2015; WALCHER & PILLER, 2012).

So is expected that NFS have a negative effect on intention to purchase online mass customized apparel products, since this is a more complex process.

H3. Need for simplicity will have a negative effect on intention to purchase online mass customized apparel products

2.2.4. Need for reality (NFR)

In mass customized products, technologies play a crucial role, because the products that are created online with consumer's choices, exist only virtually. These technologies ease the design and lead to a rich experience, enhancing the feeling of being immersed in the computer-generated environment, similar to real stores. Realism is related to how the stimulus successful recreates real conditions which allow the consumer to perceive himself, or other people or objects, as if they were physically presented in a “real” environment (MANTOVANI & RIVA, 1999).

In this study it is proposed that consumers desire that virtual experience be as close as possible to reality. The NFR is defined as an individual difference in consumer's response to virtual representations of apparel products online. Consumer's high in NFR have difficult to visualize virtual products as real ones, and require higher levels of stimulation and information. Conversely, consumers low in NFR, need a smaller amount of stimulation and information to form a clear visualization of what a virtual product looks like in reality. Thus is expected NFR to have a directly impact the intention to purchase online mass customized apparel products.

H4. Need for reality will have a negative effect on intention to purchase online mass customized apparel products

2.2.5. Apparel involvement

In the consumer behavior context, involvement is usually associated to the degree of interest, enthusiasm and excitement related to a product or the aspects of consumption (ZAICHKOWSKY, 1985). For the purposes of this study it will be considered the facet of enduring involvement, which goes in line with O'CASS (2000, p. 550) definition, “ (...) *the extent to which the consumer views the focal object as a central part of their life, a meaningful and engaging object in their life and important to them*”. Consumers who experience high levels of enduring involvement with apparel are more likely to seek new and different fashion styles, and to place greater importance on personal appearance, clothing design, and the enjoyment on trying clothes (HALEPETE, LITRELL, & PARK, 2009).

Some studies have already linked this type of involvement with experiences in mass customization environments. For example MOON & LEE (2014) did not found a direct relationship with attitudes or intention, but found that clothing involvement mediate that relationship through preference fit and the ability to express preferences in a mass customization environment.

So in this study is hypothesized that consumers with high levels of apparel involvement are more likely to adopt mass customization.

H5. Apparel involvement will have a direct positive effect on intention to purchase online mass customized apparel products

2.3 COMPOUND TRAITS

Compound traits are traits that result from external influences as culture and the personal learning history, and also from the interaction of elemental traits. In the present study, three compound traits are proposed, Sense of Uniqueness, Need to evaluate and Need for cognition.

2.3.1 Sense of uniqueness

The research on uniqueness has been around since the uniqueness theory development by SNYDER & FROMKIN (1980) with particular emphasis on public and socially displays of uniqueness. Other authors (LYNN & HARRIS, 1997a; TIAN ET AL., 2001) consider that this desire for uniqueness is pursued mainly through consumption. Other perspective important to be considered come from ŞİMŞEK & YALINÇETIN (2010), highlighting the lack of studies focusing the individual level of uniqueness, which is the base one's sense of uniqueness. They define the sense of uniqueness (SoU) as "(...) a one-dimensional construct reflecting the perception of oneself as an individual with special personal characteristics different from others." (ŞİMŞEK & YALINÇETIN, 2010, p. 579). These authors found it to be a construct strongly related personality and basic psychological needs, highly associated with openness to experience, conscientiousness and extraversion. So, sense of uniqueness will be consider and tested as a compound trait.

Also HALEPETE ET AL. (2009) suggest a relationship between positive attitudes toward personalization to high levels of self-uniqueness.

Thus is expected that consumers who believe they are unique and have unique distinctive characteristics, present a high desire for unique products since the acquisition of these goods allow the expression of their uniqueness.

H6. Personal sense of uniqueness will account for substantial portions of variance in the desire to have unique products

Consumer who express high sense of uniqueness, are also expected to be more involved with apparel. A consumer is more involved with a product category if it is more close to its needs and values:

So, it is expected that sense of uniqueness will have an effect on the involvement with apparel products, since individuals with high sense of uniqueness may see apparel the best way to define their uniqueness, and will become involved with it.

H7. Personal sense of uniqueness will account for substantial portions of variance in apparel involvement

2.3.2 Need to evaluate (NTE)

Evaluation is stated as a dominant response for most people in most situations and can have several functions (JARVIS & PETTY, 1996). People may be compelled to make evaluations by rewards concerning the control of one's environment, by positive social interaction and by the opportunity to self-expression and enhanced self-image. Individuals high in NTE are more likely to engage in spontaneous evaluations and to have formed attitudes toward a variety of social questions, than those low in NTE (TORMALA & PETTY, 2001).

Concerning the predictive power of situational traits, is expected that NTE will display some effect on the NFT and NFR. Consumers which present a tendency to make evaluations will possible show a high NFT since touch is extremely related to information acquisitions and to the evaluation of products attributes. VIEIRA (2012) tested the relationship between NTE and NFT and found that NTE is positively associated with the instrumental dimension of NFT. Is also expected that NTE have some effect on NFR, mainly because individuals with higher evaluation needs are driven by the need to control of outcomes and to structure and understand the environment, which is also common among individuals with high NFR.

H8. Need to evaluate will account for substantial portions of variance of Need for touch

H9. Need to evaluate will account for substantial portions of variance of Need for Reality

2.3.3 Need for cognition (NFC)

CACIOPPO, PETTY, & KAO (1984, p. 306) define Need for cognition as "(...) an individual's tendency to engage in and enjoy effortful cognitive endeavors". NFC is considered as a stable intrinsic motivation that derived from

past experiences, memories and past behaviors, influencing actual experiences and the way individuals process information differently (CACIOPPO, PETTY, FEINSTEIN, & JARVIS, 1996). This individual difference can be considered as one of the most important variables that influence motivation to think. Individuals high in NFC, have been reported as having a natural tendency to seek/search, have high levels of curiosity, think about, analyze and reflect more about stimulus and more devoted to engage in cognitive effort (HAUGTVEDT, PETTY, & CACIOPPO, 1992; KIM & KRAMER, 2006; VAN SEGGELEN-DAMEN, 2013). These individuals perceive themselves as problem solvers and generate complex explanations, reconciling easily inconsistent information, and have enjoyment with more complex tasks (HAUGTVEDT ET AL., 1992). Because they tend to have attitudes more thoughtfully based, more persistent over time and less likely to be influenced by others, these attitudes are better predictors of intention and behavior than those less thoughtful (CACIOPPO ET AL., 1996). In contrast, low NFC individuals tend to avoid demanding cognitive work and are more likely to process information heuristically (HAUGTVEDT ET AL., 1992), and when confronted with effortful think and complex tasks usually experience stress and anxiety (CACIOPPO ET AL., 1984).

These questions have been approached from the perspective of the complexity of cognitive structures. EISENMAN & PLATT (1968) approach propose a complexity-simplicity preference, which reflect differences in cognitive behavior. Also BIERI (1955, *apud* (CURŞEU & RUS, 2005) ponder on complexity, introducing the concept of cognitive complexity and later TAN & DOLICH (1980, p. 547) it as *"the extent to which and individual uses a system of cognitive dimensions in a differentiated manner to construct cognitions of stimulus objects. A complex person should utilize a differentiated system of more numerous dimensions than does a less complex individual."* So is expected that NFC explains some of the variance in the situational trait NFS.

H10. Need for cognition will account for the variance in Need for Simplicity

2.4 ELEMENTAL TRAITS

Elemental traits are defined as being genetic predispositions and early learning experiences that combine cultural processes and early development to develop the next level traits compound traits. In the 3M model MOWEN (2000) considers that in the control theory approach to motivation these traits are fundamental to act as reference points to conduct the behavioral system. MOWEN (2000) also consider this level to be composed by eight traits, five derived from the Five-factor model of personality (Openness, Conscientiousness, Extraversion Agreeability and Neuroticism)(GOLDBERG, 1992; SAUCIER, 1994), two from evolutionary psychology (Need for material resources and Physical Resources) (BUSS, 1988) and one from arousal theory (Need for arousal) (ZUCKERMAN, 1979).

This study follow the approach of the majority of authors (e.g. CARLSON, MOWEN, & FANG, 2009; MOWEN ET AL., 2007) which goes along with MOWEN (2000, p. 259) advice *"(...) in order to provide a full understanding of the underlying motivations for behavior, it is important to include all eight elemental traits in the modeling process."* Consequently, no hypotheses considering specific relationships between elemental traits and compound are proposed, the question should be addressed in an exploratory manner, allowing the possibility to find new relationships.

H11. Two or more elemental traits must account for substantial portions of variance of Sense of Uniqueness

H12. Two or more elemental traits must account for substantial portions of variance of Need to evaluate

H13. Two or more elemental traits must account for substantial portions of variance of Need for Cognition

3. PROPOSED MODEL

This research proposes that intention to purchase online mass customized apparel products (surface trait) is influenced by the situational traits, need for unique consumer products, need for touch, need for simplicity, need to reality and apparel involvement. Situational traits are further influenced by compound traits, including personal sense of uniqueness, need to evaluate and need for cognition. Compound traits are then influenced by elemental traits, the eight identified by MOWEN (2000), openness to experience, conscientiousness, extraversion, agreeability, neuroticism/ emotional instability, need for material resources, physical resources/body and need for arousal (Figure 1.).

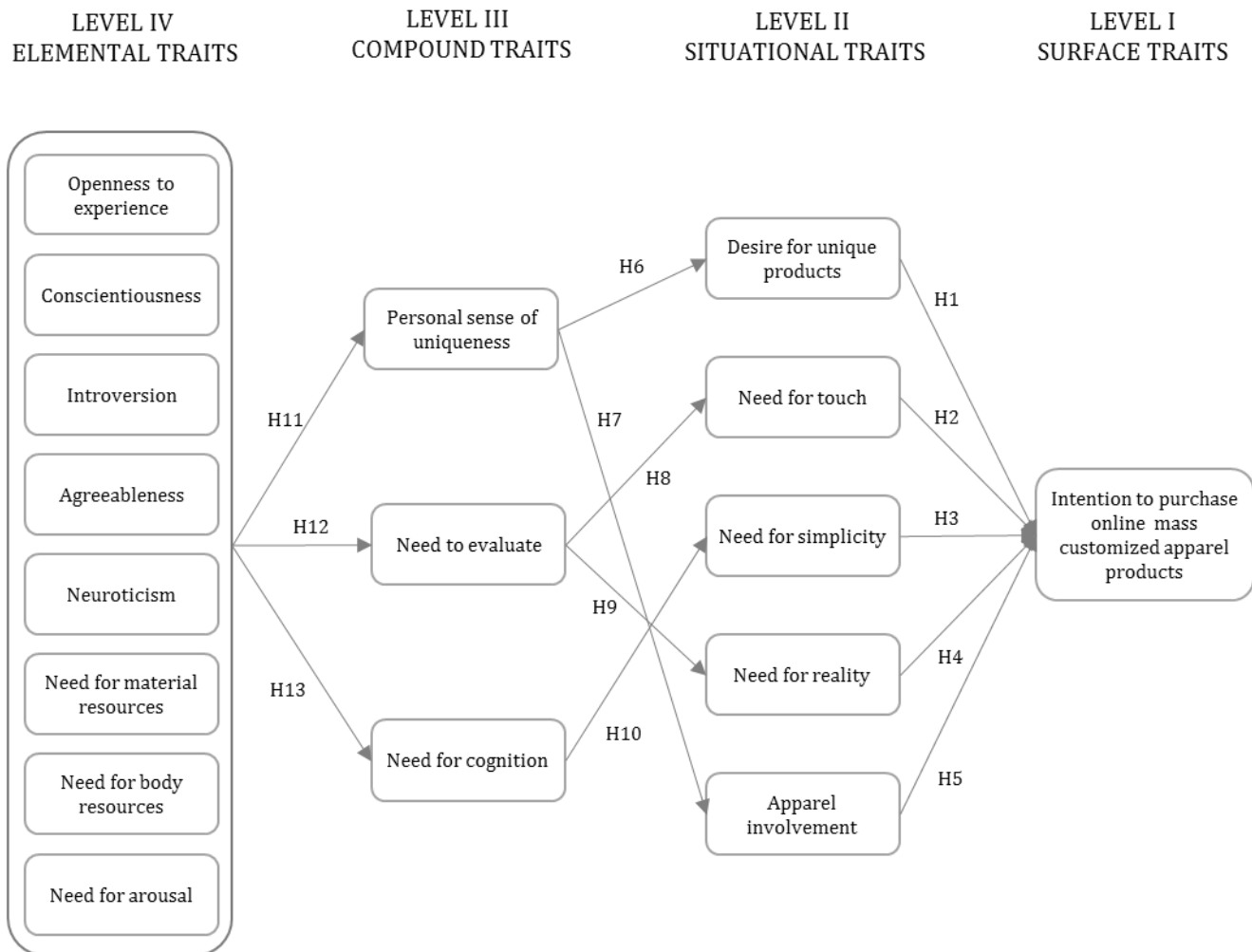


Figure 1 – Hierarchical Model proposed

4. CONCLUSIONS

This study contributes to the current literature by examining and proposing determinants of intention to purchase online mass customized apparel products, developed upon the assumption that consumers have individual differences that can be used to predict intentions online.

More, by employing a hierarchical structure, it also is expected to help to understand not only the factors that directly influence the intention to purchase, but also the determinants behind these direct effects.

Besides the contribution by applying the 3M Meta-Theoretic Model of Motivation and Personality in the field of apparel mass customization, is also noteworthy that the current framework proposes two new constructs: Need for Simplicity and Need for Reality, as antecedents of intention to purchase online mass customized apparel products.

In summary, the proposed conceptual model represents a first step in the process of testing the application of other theoretical models, besides the common attitudinal approaches, to explain the intention to purchase online mass customized apparel products. New research paths, along with theoretical and methodological contributions to the field are expected to derive from the current proposal in future studies.

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Da Reestruturação estratégica aos excluídos da cidade: o caso de Venda Nova em Belo Horizonte, Minas Gerais, Brasil¹

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Abstract

A (re)produção do espaço urbano, subsidiada com recursos públicos e mediante a intervenção do Estado, volta-se fundamentalmente para a atração de investimentos financeiros (*city marketing*), tudo sob a ótica da globalização das cidades e inserção na competitiva “rede” da economia internacional. As ações modificadoras procedidas pelo Estado em articulação com o capital privado nem sempre caminham no sentido de ampliar o direito dos cidadãos à cidade. Por vezes, estas ações causam, ainda que, muitas vezes, involuntariamente, a intensificação da desigualdade, da exclusão e da segregação socioespacial das populações mais vulneráveis. A disseminação das técnicas de empreendedorismo urbano e desenvolvimento local implica no enobrecimento de determinadas regiões da cidade que passam por intervenções urbanísticas e ambientais, favorecendo a (re)conquista das áreas pelo capital corporativo e especulativo. Por outro lado, tais intervenções promovem perversos processos de “limpeza social”, com expulsão da população vulnerável. Porquanto, o acesso às regiões melhor servidas de infraestruturas e serviços se restringe às camadas mais abastadas da população, devido ao “enobrecimento” do solo. No presente trabalho procura-se avaliar de que maneira o processo de reestruturação econômico-espacial implementado no Vetor Norte da Região Metropolitana de Belo Horizonte influenciou a valorização da terra urbana e a apropriação do espaço pelo mercado fundiário/imobiliário, principiando o processo de gentrificação de Venda Nova.

Keywords

City Marketing, Empreendedorismo Urbano, Gentrificação, Segregação Socioespacial

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1. INTRODUÇÃO

O presente artigo analisa uma região da cidade de Belo Horizonte (MG): Venda Nova, que vem sofrendo impactos de ações públicas na direção de seu enobrecimento. Esse tema deve ser contextualizado com uma reflexão sobre o espaço urbano nos dias de hoje.

Nas últimas décadas, a cidade capitalista tem sofrido profundas transformações na sua organização, motivadas por mecanismos econômicos e financeiros, associados a processos mais complexos que provocam situações de exclusão e segregação socioespacial das populações mais vulneráveis. Para alguns autores, como David Harvey, por exemplo, tais questões estão relacionadas a um projeto neoliberal, cujos princípios têm orientado a condução dos novos processos de planejamento e gestão estratégicos adotados nas cidades, num cenário de competição interurbana.

A reprodução do espaço urbano, mediante colaboração público privada, ênfase nos projetos estratégicos e na difusão publicitária (*city marketing*), volta-se fundamentalmente para a atração de investimentos financeiros, seja através da construção de centros comerciais, de negócios ou de tecnologia, seja pela implementação de empreendimentos destinados ao turismo e ao lazer, tudo sob a ótica da globalização das cidades e inserção na competitiva “rede” da economia internacional (GOTTDIENER; FEAGIN, 1989). Em contrapartida, tais intervenções promovem perversos processos de “limpeza social”, com expulsão da população de baixa renda das regiões melhor servidas de infraestruturas e serviços. Em razão do “enobrecimento” do solo, a fruição dos benefícios da reestruturação se restringe às camadas mais privilegiadas da população (SINGER, 1979).

Inaugurada em 12 de dezembro de 1897, a cidade de Belo Horizonte foi concebida como a primeira cidade inteiramente planejada do país, com o fim de tornar-se a capital do Estado de Minas Gerais. Desde o início, o desenvolvimento da cidade foi marcado pela observância das diretrizes traçadas na sua planta básica apenas na área delimitada como urbana – concentradora da infraestrutura, dos serviços e do comércio da cidade. Fora da zona urbana, o crescimento ocorreu de forma mais espontânea e desorganizada, sobretudo a partir das décadas de 1940 e 1950, quando a expansão de Belo Horizonte passou a ser impulsionada pelo processo de industrialização e pelo incremento da ocupação periférica, com uma crescente relação de interdependência (econômica, social) entre a capital e os Municípios adjacentes. O crescimento espraiado da cidade desencadeou, mais tarde, o processo de metropolização da região e ensejou, em meados de 1973, a instituição da Região Metropolitana de Belo Horizonte (RMBH).

Atualmente, Belo Horizonte compreende um território de 331,0 km², o qual é subdividido em nove Regiões Administrativas: Barreiro; Centro-Sul; Leste; Oeste; Nordeste; Noroeste; Norte; Pampulha e Venda Nova, com o propósito de facilitar o planejamento e a gestão da cidade (Figura 1). Localizada no Eixo Norte de Belo Horizonte, a Região Administrativa Venda Nova (RAVN), possui uma população de 265.388 habitantes, distribuída nos 28,316 km² de sua extensão territorial, caracterizando uma densidade demográfica de 9.259,1 hab./km² (IBGE, 2014).



Figura 1: Mapa das Regiões Administrativas de Belo Horizonte.
Fonte: Prefeitura Municipal de Belo Horizonte, 2009

A ocupação do Eixo Norte do Município caracterizou-se pelo pouco desenvolvimento e pela população de baixa renda em assentamentos populares, sobretudo nas Regiões Norte e Venda Nova. Do mesmo modo, no decorrer do processo de metropolização, verificou-se uma intensa concentração dos segmentos mais pobres da população em alguns dos Municípios adjacentes à RAVN, localizados no denominado Vetor Norte da RMBH. Sendo que, na estruturação desse Vetor, contrastam regiões com assentamentos voltados para as camadas mais abastadas da população e outros voltados para os estratos mais baixos de renda, em que o planejado e o não planejado, o legal e o ilegal, alternam-se na estruturação do seu espaço (KAMEL, 2007).

Em vista disso, desde 2005, o Poder Público, em articulação com o capital privado, tem implementado ações estratégicas destinadas à reestruturação econômico-espacial do Vetor Norte da RMBH. Essas ações visam potencializar o desenvolvimento da região e consolidar o papel da capital no cenário econômico nacional, garantindo sua maior competitividade no mercado global.

As ações modificadoras procedidas pelo Poder Público têm influenciado a valorização da terra urbana e a apropriação do espaço pelo mercado fundiário/imobiliário, provocando alterações no tecido socioespacial de todos os Municípios do Vetor Norte metropolitano. E, no caso de Belo Horizonte, causando impactos significativos na RAVN, cujas transformações nem sempre caminham no sentido de ampliar o direito dos cidadãos à cidade. Diante disso, o objetivo deste trabalho é avaliar de que maneira o processo de reestruturação econômico-espacial implementado no Vetor Norte da RMBH influenciou a valorização da terra urbana e a apropriação do espaço pelo mercado fundiário/imobiliário, desencadeando o processo de gentrificação da área de estudo.

2. METODOLOGIA

A pesquisa sobre processos de gentrificação demandaria procedimentos longitudinais. O presente estudo, entretanto, buscou acompanhar a temporalidade por diversas fontes que permitissem avaliar os diferentes tempos transcorridos, favorecendo a análise do problema de pesquisa sob diferentes perspectivas.

A pesquisa do mercado imobiliário da RAVN (elevação do valor da terra) ocorreu através da análise da seção de classificados de imóveis do “Jornal Estado de Minas”, visando mensurar a quantidade de imóveis

residenciais colocados à venda e aqueles destinados à locação, nos meses de janeiro e julho, no período de 2001 a 2013. A delimitação do período analisado guarda estreita relação com a temporalidade das intervenções procedidas pelo Poder Público. A pesquisa englobou 6.727 anúncios de venda/aluguel de imóveis residenciais de características diversas (casa, casa geminada, apartamento tipo e cobertura, barração e quitinete) localizados na RAVN, a fim de permitir a análise da evolução dos preços de venda e de locação dos imóveis situados na área. Tal metodologia é utilizada em países como Espanha, EUA e Inglaterra, sendo também adotada pela FIPE, para a elaboração de um índice nacional de preços do setor imobiliário brasileiro.

A identificação das alterações ocorridas na infraestrutura urbana da RAVN, na tipologia dos imóveis (residenciais e comerciais) e respectivos padrões construtivos baseou-se nos documentos oficiais da Prefeitura Municipal de Belo Horizonte.

Finalmente, para a identificação das alterações sociais ocorridas na área, utilizou-se de dados secundários dos Censos de 2000 e 2010 (IBGE, 2014), bem como daqueles disponibilizados pelo “Atlas do Desenvolvimento Humano”, no intuito de obter informações relativas à evolução da renda, do nível educacional e do desenvolvimento da população residente na RAVN.

3. REVISÃO DE LITERATURA

O sistema capitalista, atraído pelas vantagens da aglomeração e pela socialização das condições gerais da produção, apropria-se do espaço citadino – lugar privilegiado da acumulação do capital e da reprodução da força de trabalho. As cidades são vistas como *growth machines*, organizadas como empresas dedicadas ao aumento dos níveis de renda, mediante a intensificação do uso da terra (LOGAN; MOLOTCH, 1987).

Nessa vertente, o ambiente construído compreende um palimpsesto de paisagens moldadas segundo os ditames do modo de produção capitalista no seu atual estágio monopolista (da denominada acumulação flexível), enquanto produto direto das relações sociais de produção, da reestruturação produtiva, do avanço tecnológico e informacional, da globalização, dos fluxos planetários de pessoas, informações, mercadorias e dinheiro (BORJA; CASTELLS, 1997).

3.1. REESTRUTURAÇÃO ESTRATÉGICA E VALORIZAÇÃO DO ESPAÇO CIDADINO

As cidades capitalistas de hoje, a partir de ambiciosos projetos estratégicos, atuam no sentido de flexibilizar suas estruturas produtivas e comerciais, atrair investimentos, promover o turismo e a realização de grandes eventos, etc., capacitando-as à inserção nas redes da economia global e competitividade nacional e internacional (CASTELLS; BORJA, 1996). As cidades se vendem freneticamente, mediante a afirmação de sua competitividade e respectivas vantagens localizacionais (WARD, 2004). Tais aspectos, segundo Harvey (1989), constituem o denominado “empreendedorismo urbano”, em que as cidades, na condição de mercadorias, são adequadas à ordem econômica mundial.

Os planos de gestão estratégica e o *city marketing* surgem como importantes instrumentos do planejamento urbano atual, destinados a fomentar o crescimento econômico e o desenvolvimento da cidade. A adoção de práticas de *city marketing* busca promover uma imagem de cidade que propicie a projeção dos seus principais “produtos” no exterior (como turismo, cultura, qualidade de vida, serviços avançados, entre outros), incrementando sua “venda” no competitivo mercado internacional (captando investimentos, atraindo turistas, criando empregos, etc.) (BORJA; CASTELLS, 1997).

Nessa nova dinâmica, as políticas urbanas do *city marketing* são orientadas à criação ou ao atendimento das necessidades do público consumidor – empresas, turistas e os próprios moradores (KOTLER *et al.*, 1993). Subjacente às mudanças regenerativas da paisagem urbana verificam-se as forças sociais, políticas e econômicas responsáveis pela reformulação das sociedades capitalistas avançadas: reestruturação da base industrial; o fortalecimento do setor de serviços e a consequente transformação da classe trabalhadora, e também da estrutura de classe em geral; e as formas de manifestação da intervenção estatal e da ideologia política, visando a privatização do consumo e do fornecimento de serviços (SMITH; WILLIAMS, 2010).

Há um consenso geral em todo o mundo capitalista avançado de que os benefícios positivos são obtidos pelas cidades que adotam um comportamento empreendedor em relação ao desenvolvimento econômico. Para Harvey (1989, 2005), o empreendedorismo urbano, poderia ser entendido como o padrão de conduta na governança urbana que combina Poder Público, diversas formas organizacionais da sociedade civil e interesses privados, formando alianças destinadas ao fomento ou à administração do desenvolvimento urbano/regional.

As estratégias de desenvolvimento urbano variam de cidade para cidade, baseados na realidade, nos recursos específicos (naturais, humanos, localizacionais), no objetivo e no público a atingir. Segundo Harvey (1989, 2005), há quatro estratégias relativas ao empreendedorismo urbano, as quais, todavia, não se excluem entre si. A primeira, enfoca o fomento de vantagens específicas destinadas à produção de bens e serviços, mediante a exploração de recursos naturais ou da localização estratégica; a criação, através de “parceria público-privada” (PPP), de infraestruturas físicas (como transportes e comunicações) e sociais (como educação, ciência e tecnologia) que fortaleçam a base econômica da região; o estímulo à criação de novos produtos e tecnologias; a redução dos custos locais (pela concessão de subsídios e renúncias fiscais); a qualidade, quantidade e custos da oferta local de mão-de-obra.

A segunda estratégia diz respeito à divisão espacial de consumo, em que a região urbana buscar melhorar sua posição competitiva enfocando à qualidade de vida, o turismo, a cultura e o lazer, como forma de atrair maior público consumidor. A terceira opção compreende as atividades de controle e comando referentes às altas finanças, ao governo, à produção de conhecimento, à coleta e ao processamento de informações. Por fim, a quarta estratégia relaciona-se aos mecanismos redistributivos de superávits pelos governos centrais, em um cenário de barreiras espaciais reduzidas e de acirramento da concorrência interurbana devido à globalização (HARVEY, 1989, 2005).

Kotler *et al.* (1993) e Ferreira (2005) sublinham que a elaboração do plano estratégico deve começar pela realização de um diagnóstico estratégico, baseado na matriz SWOT, que evidencie os aspectos internos e externos da cidade. No entanto, Harvey (2005) salienta que, devido ao caráter especulativo dos investimentos estratégicos, o êxito das ações destinadas à “venda” de uma cidade como local propício à realização de uma determinada atividade depende da criação de uma imagem urbana atraente.

Deve-se reconhecer, contudo, que a versão contemporânea do empreendedorismo urbano pode ocultar os contrastes eventualmente existentes entre o aparente vigor dos projetos de regeneração de economias urbanas e os problemas sociais e econômicos subjacentes. Tal paradoxo, em muitas cidades, acaba favorecendo um caráter geográfico dual, exteriorizado pela regeneração de uma área decadente e um mar circundante de crescente pobreza (HARVEY, 2005), em que as políticas públicas mostram-se pouco sensíveis às necessidades básicas dos cidadãos (provisão de moradia, saúde, educação, emprego).

3.2. REESTRUTURAÇÃO ESPACIAL E OS EXCLUÍDOS DA CIDADE

O Estado tem papel determinante como agente indutor da (re)produção da cidade, tanto como regulador do solo urbano (alterando as leis de zoneamento, parcelamento, uso e ocupação do solo; instalando equipamentos públicos e infraestrutura urbana; direcionando a alocação de investimentos orçamentários; etc.), quanto como proprietário fundiário e promotor imobiliário, influenciando diretamente na transformação do espaço urbano.

A disseminação das estratégias de desenvolvimento local, para garantir uma maior atratividade das cidades, implica no enobrecimento das regiões que passam por intervenções urbanísticas e ambientais (HARVEY, 2005). Assim, sempre que o Poder Público dota determinada região de infraestrutura e de serviços públicos, ou o capital privado implementa vantagens localizacionais, através de empreendimentos destinados ao turismo e ao lazer, por exemplo, ele atrai para esta área demandas de empresas e moradores que anteriormente, pela ausência da infraestrutura ou dos serviços em questão, davam preferência a outras zonas da cidade. Tais demandas estão preparadas a pagar pelo uso do solo, mediante compra ou aluguel, preços superiores aqueles pagos pelas demandas que se dirigiam à mesma região quando ainda não estava provida da infraestrutura ou dos serviços públicos.

Em seu objetivo de produzir um espaço urbano homogêneo e atrativo para o capital internacional, as intervenções urbanísticas, muitas vezes, acabam por promover uma impiedosa limpeza social – via expropriação imobiliária, reassentamentos forçados e expulsão da população autóctone. Nessa medida, embora os espaços (públicos) sejam concebidos para serem desfrutados por todos, têm sua fruição integral limitada aos grupos dominantes (espaço semi-público).

Diante da maior valorização do lugar, os antigos moradores, de rendas mais baixas, não resistem ao encarecimento do custo de vida local (taxas, aluguéis, bens de consumo), tendo que buscar outros bairros, menos desejáveis, onde o custo de vida para morar seja menor, transformando a área num enclave para as classes de maior renda (LEES *et al.*, 2010). O regulador da ocupação do espaço é, portanto, o valor do solo urbano, o qual, na qualidade de mercadoria, está sujeito às regras do sistema produtivo e de consumo (BLAY, 1979).

Ao reproduzirem a lógica econômica, os projetos de desenvolvimento local das cidades desencadeiam um equivocado processo gentrificativo, sem levar em conta a qualidade de vida, a sustentabilidade e a coesão social dos antigos habitantes. Gentrificação entendida, aqui, como um processo de mudança (física, econômica, social e cultural) de determinada área da cidade, que passa a ser vista como mais qualificada e atraente. O processo compreende características elementares que o distinguem de outras formas de intervenção – públicas ou privadas, que afetam o espaço geográfico das cidades em geral. A gentrificação envolve essencialmente: (i) reinvestimento de capital (público e/ou privado) no ambiente circundante e alteração da ordem fundiária, com a substancial elevação dos valores da terra; (ii) transformação do ambiente construído, com a oferta de novos serviços e a requalificação residencial; (iii) reorganização da cartografia social da área, com a chegada de um grupo social de nível socioeconômico mais elevado; e (iv) deslocamento direto ou indireto do grupo social de baixa renda (LEES *et al.*, 2007; DINIZ, 2015).

Assim, ancorando-se na “necessidade” de tornar-se uma cidade mais competitiva no cenário global, as diferentes abordagens utilizadas para referenciar as diversas formas de reestruturação urbana (reconstrução, renovação, reabilitação, revitalização, regeneração, requalificação, etc.), intentam, deliberadamente, neutralizar a imagem negativa da gentrificação e garantir a legitimidade das políticas neoliberais, ocultando a crescente mercantilização do espaço, o agravamento das desigualdades sociais e da exclusão socioespacial decorrentes da lógica do “aburguesamento” (SMITH, 2006; LEES *et al.*, 2007).

3.3. REESTRUTURAÇÃO DO VETOR NORTE DA RMBH

Na década de 2000, em contraposição à redução de investimentos públicos e privados das décadas anteriores, processou-se uma série de intervenções na estruturação do espaço da RMBH, como forma de alavancar a retomada do crescimento econômico e a sua reorganização produtiva, a partir da constituição de um novo arranjo institucional de gestão metropolitana. Os estudos desenvolvidos para a elaboração do *Plano Diretor de Desenvolvimento Integrado* (PDDI) da RMBH permitiram identificar os problemas metropolitanos e a proposição de políticas e programas a serem implementados pelo governo do Estado, com a colaboração e integração dos Municípios e da sociedade civil, tendo como referencial temporal de médio prazo o ano de 2023, e de longo prazo o ano de 2050.

Por sua vez, o *Plano Estratégico de Belo Horizonte 2030 – A cidade que queremos* (PEBH), de 2009, está alinhado com os planos estratégicos, programas e projetos de desenvolvimento socioeconômico elaborados pelo Estado, no contexto metropolitano (PDDI-RMBH). De acordo com o PEBH, a reconfiguração de Belo Horizonte, com o desenvolvimento de novos polos de dinamismo econômico, está estruturada em cinco grandes eixos: Sul, Norte, Leste, Grande BH e Barreiro (Figura 2).



Figura 2 – Eixos de Desenvolvimento de Belo Horizonte
Fonte: Prefeitura Municipal de Belo Horizonte, 2009

Os planos de desenvolvimento econômico adotados pelos Poderes Públicos do Estado e do Município de Belo Horizonte partem das mesmas premissas e evidenciam as práticas de empreendedorismo urbano na condução dos novos processos de planejamento e gestão estratégicos das regiões. O “planejar”, aqui, envolve a criação de uma “imagem”; horizontes de longo prazo e sob condições de incerteza; oportunidades e ameaças; forças e fraquezas; estratégias para diferentes cenários (“melhor futuro” ou de “superação de adversidades”); metas e resultados; PPPs; governança urbana; *stakeholders*; inserção como metrópole/cidade global; a transição do modo de produção na direção de segmentos que privilegiem a geração de produtos ou serviços intensivos em conhecimento e inovação; diminuição de custos e aumento de lucros; etc. (MINAS GERAIS, 2007; PREFEITURA MUNICIPAL DE BELO HORIZONTE, 2009).

Dentre as ações reestruturantes implementadas na RMBH, interessa-nos especialmente a série de programas e projetos voltados para atrair o interesse/investimento privado e estimular o desenvolvimento do Vetor Norte da RMBH. A reestruturação produtiva do Vetor Norte da RMBH objetiva a diversificação de sua base industrial e a criação de polos de alta tecnologia, a partir da atração de indústrias de ponta, nacionais e internacionais, em aeronáutica, biotecnologia, semicondutores, informação, microeletrônica, softwares, farmacoquímica, etc., que utilizarão a infraestrutura proporcionada pelo Aeroporto Internacional Tancredo Neves (AITN) – *Hub* internacional de transporte de passageiros e cargas e primeiro aeroporto indústria do país. A produção de mercadorias de maior valor agregado em setores de tecnologia de ponta, visa intensificar sua capacidade de polarização regional, favorecendo, também, sua internacionalização competitiva no mercado global (MINAS GERAIS, 2007).

O desenvolvimento do setor de alta tecnologia na região está atrelado a um conjunto de fatores que condicionam o êxito do plano estratégico, tais como: infraestrutura urbana (transporte, comunicação, energia), serviços especializados, presença de instituições de pesquisa, concessão de incentivos fiscais e financeiros, qualidade de vida urbana e ambiental, atividades de entretenimento, lazer, cultura e consumo. Ou seja, requisitos fundamentais para a atração de investimentos e de uma classe trabalhadora altamente qualificada.

Nesse processo, o Poder Público tem atuado como fomentador e articulador da expansão urbana, assumindo a implantação das obras previstas no PDDI-RMBH, que induzem a constituição de novos empreendimentos e o desenvolvimento de economias de localização e aglomeração. O plano estratégico de desenvolvimento do Vetor Norte da RMBH está ancorado na capacidade estruturante de três grandes aparelhos urbanos: (i) AITN; (ii) a “Linha Verde” – projeto de ampliação e modernização da via MG-10, que conecta o centro da capital diretamente ao AITN, localizado no Município de Confins; e (iii) o Centro Administrativo (CAMG) – nova sede do Poder Executivo do Estado de Minas Gerais. Tais projetos, além de estimularem vultosos aportes de recursos públicos/privados, impulsionaram o desenvolvimento urbano da região, modificando os padrões de uso, ocupação, sociais e econômicos nas áreas do entorno.

4. DISCUSSÃO DOS RESULTADOS

Na esteira do AITN, do CAMG, da “Linha Verde”, ocorre uma significativa valorização fundiária na RAVN, estimulando a atuação dos agentes econômicos que veem no novo arranjo territorial uma forma de ampliar as possibilidades de investimento do capital (inclusive de caráter especulativo) e a extração de renda adicional. Verifica-se, então, uma intensa verticalização nas áreas melhor servidas de infraestrutura e mais próximas do CAMG e a intensificação do número de condomínios residenciais fechados voltados para as classes mais abastadas. Nesse sentido, parcelas consideráveis da população com maior poder aquisitivo veem se estabelecendo em condomínios estrategicamente localizados na área de influência desses empreendimentos – notadamente Venda Nova, cuja localidade passou a abrigar, inclusive, o primeiro *shopping* de grande porte da região.

Com o fito de obter um retrato dos patamares de valorização dos imóveis residenciais destinados à venda/locação e identificar a ocorrência de especulação imobiliária (renda da terra), realizou-se uma pesquisa na seção de classificados de imóveis do “Jornal Estado de Minas”, um dos mais importantes jornais impressos do Estado. A pesquisa visou mensurar a quantidade de imóveis residenciais colocados à venda/locação, no período de 2001 a 2013, englobando bens de características diversas.

De acordo com os dados obtidos, a média de valor dos imóveis residenciais colocados à venda em jan/2001 era de R\$40.765,43, sendo que, em jul/2013, a média de valor dos imóveis passou a ser de R\$290.205,17, representado um aumento significativo de 712% no preço dos imóveis. Acompanhando a evolução dos preços de venda, a média de valor dos aluguéis dos imóveis residenciais destinados à locação em jan/2001 foi de R\$221,36, sendo que, em jul/2013, a média dos aluguéis passou a ser de R\$813,50, representado um aumento de 368% no valor da locação. Nesse período, a inflação acumulada indicada pelo (IGP-M) foi de 175%, enquanto o aumento acumulado do salário mínimo no país foi de 277%. Índices, portanto, inferiores ao percentual de aumento do preço dos imóveis ofertados na RAVN. Observa-se que a gradativa alta no valor dos imóveis coincide com a presença dos novos empreendimentos públicos e privados na região, como a implantação do CAMG e do Shopping Estação BH na RAVN.

Afora a elevação dos valores imobiliários na RAVN, verifica-se a transformação do ambiente construído e da paisagem urbana da região, mediante um incremento na infraestrutura urbana, nos equipamentos culturais, de lazer, desporto e transporte da RAVN; instituições financeiras; estabelecimentos privados de ensino superior; centros de saúde públicos e privados; redes de supermercados e farmácias; concessionária de veículos, entre outras atividades comerciais que, até então, eram inexistentes ou limitadas na região.

A análise da dinâmica de ocupação e uso do solo na RAVN, bem como a evolução das tipologias habitacionais e respectivos padrões construtivos, demonstra uma alteração da tipologia de ocupação da área, até então predominantemente horizontalizada e residencial unifamiliar. Em razão da reestruturação do Vetor Norte e da atração de novos investimentos para a RAVN, constata-se um gradativo processo de verticalização da região, acompanhado de um aumento qualitativo nos padrões construtivos das edificações residenciais e comerciais construídas no período 2001-2013. A alteração da morfologia da área evidencia a atuação do capital imobiliário na produção de mais-valias fundiárias e prenuncia uma ocupação por classes de rendas mais elevadas.

Além da significativa alteração na tipologia dos imóveis edificadas na RAVN, os dados cadastrais do IPTU permitem avaliar as características construtivas (tamanho, acabamento, etc.) e tipos de equipamentos dos

imóveis residenciais (garagem, *hall* privativo, *play ground*, piscina, elevador, etc.), bem como dos imóveis comerciais (escada rolante, estacionamento para clientes, garagem, etc.). A partir de suas características, os imóveis são enquadrados, segundo seu tipo, nos padrões de acabamento: P1, P2, P3, P4 e P5, em que P1 representa a padronização qualitativamente mais baixa e P5, por conseguinte, a mais alta.

Observa-se que, até o ano de 2001, os imóveis edificados possuíam padrões construtivos majoritariamente tipificadas como de classe P1 (20,81%) e P2 (51,51%), representando, juntos, 72,32% do total de imóveis residenciais e comerciais edificados. Após o ano de 2001, nota-se uma relevante melhora qualitativa dos imóveis construídos na região, com a predominância de edificações padrão P3 (63,56%) e um sensível acréscimo de imóveis com alto padrão construtivo, classificados como P4 (0,09%) e P5 (1,64%). O processo de renovação do parque imobiliário resulta, então, numa considerável diminuição dos imóveis com padrões construtivos inferiores, de classe P1 (10,71%) e P2 (24%), apesar da RAVN ser, historicamente, um espaço de ocupação das classes menos favorecidas.

Seguindo as transformações de ordem fundiária e espacial do Vetor Norte, observa-se uma alteração nas características sociodemográficas da RAVN. As significativas alterações nos coeficientes avaliados apontam uma tendência de melhora nos índices de desenvolvimento da RAVN e configuram indícios dos impactos do ajuste estrutural e da reestruturação produtiva da RMBH. Dessa análise resultaram algumas constatações. Em primeiro lugar, as taxas de analfabetismo apresentaram um relevante processo de redução. Concomitantemente, houve um considerável aumento na população com ensino superior. Sendo certo que pessoas com um nível educacional mais alto têm maior probabilidade de auferir mais renda. Em segundo lugar, os resultados referentes ao rendimento mensal da população residente na área pesquisada apresentaram substancial melhora, tanto em relação ao valor máximo da renda domiciliar *per capita* dos indivíduos pertencentes às parcelas mais pobres, quanto em relação às parcelas mais ricas. Tais resultados refletem algumas das mudanças socioespaciais recentes ocorridas na região.

Assim, face aos investimentos realizados/programados para o Vetor Norte da RMBH, a dinâmica territorial da RAVN é marcada por uma forte pressão do mercado imobiliário (especulação, aumento do preço da terra, etc.), com reflexos na permanência das populações de baixa renda na região. A expansão da demanda efetiva por imóveis e, por conseguinte, a intensa valorização imobiliária nos últimos anos, geraram, em contrapartida, a expulsão de parcelas mais vulneráveis da população para periferias mais distantes.

5. CONCLUSÕES

Num tempo em que tudo tende à mercantilização e que o valor de troca se sobrepõe ao valor de uso, a pesquisa demonstrou que a consolidação do “espaço concebido” do Vetor Norte da RMBH se dá com o objetivo de garantir a reprodução ampliada do capital, com a oferta de novos empreendimentos/serviços urbanos, decorrentes dos investimentos, públicos e privados, que se estruturam a partir de grandes equipamentos.

Diante da excessiva valorização imobiliária da RAVN, a população de baixa renda se vê diante de uma complexa situação, em que precisam sopesar os custos da habitação, do deslocamento casa-trabalho, de subsistência e dos demais encargos decorrentes de sua manutenção, e o desejo de permanência na vizinhança onde fixaram suas raízes. Com o tempo, aqueles que não conseguem resistir ao encarecimento imobiliário e de manutenção, acabam se deslocando dessa região para outra, em regra, mais carente, em que os custos de vida são inferiores. O que, em última análise, contribui para a perpetuação da redistribuição desigual dos serviços públicos e o consequente aumento dos custos sociais.

No caso da RAVN é possível afirmar que, acaso a reestruturação prossiga em sua atual direção, mudanças ainda mais significativas ocorrerão na estrutura urbana, porquanto o processo de enobrecimento do solo urbano não se restringe à valorização imobiliária e ao consequente deslocamento da população de baixa renda. Haja vista que algo mais amplo, envolvendo uma combinação de mudanças sociais, física e econômicas, distingue a gentrificação como um processo ou um conjunto de processos específicos interligados. Sendo certo que, além da melhoria na infraestrutura urbana, há possibilidade de também ocorrer uma perda das características culturais e do comportamento da população, com o enfraquecimento da identidade local.

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O papel dos *Blogs* de Moda no processo de gestão de crise corporativa

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Abstract

Os *blogs* assumem uma voz próxima dos públicos e possuem uma audiência consistente. As marcas têm vindo a aperceber-se do potencial destes meios para comunicar com os consumidores, criando fortes relacionamentos com os *blogs* e mantendo a sua confiança em momentos mais delicados. A gestão de crise é uma tarefa fundamental para as marcas, pelo que existem vantagens na colaboração com *blogs* para a gestão da reputação corporativa. A presente investigação pretende identificar o papel de *blogs* de moda em situações de crise das marcas. Entender o seu grau de envolvimento, os argumentos que utilizam e se existem técnicas de gestão de crise presentes no seu discurso. Realizou-se uma análise de conteúdo aos *posts* de quatro *blogs* influentes em Portugal - Pipoca Mais Doce, Stylista, Carmo e Mini Saia, sobre oito marcas que viveram crises de comunicação recentemente (Blanco, Zara, Primark, Burberry, Quiksilver, H&M, MO e Camport). Analisaram-se, no total, 2846 *posts* que refletiram uma preocupação com a gestão de crise, quer ignorando a crise ou desviando a atenção dos leitores para outros temas sobre essas marcas. Identificou-se que estas marcas continuaram a fazer parte do quotidiano dos *blogs* analisados, mantendo-se uma reputação favorável. O estudo realça o papel ativo dos *blogs* de moda na gestão de crise das marcas, o que constitui um contributo para a prática de relações públicas e gestão da reputação corporativa. A próxima fase desta investigação passa por identificar se esse papel dos *blogs* de moda acontece com ou sem influência comercial.

Keywords

Blogs; Bloggers; Blogs de moda; Gestão de Crise; Reputação Corporativa.

1. INTRODUCTION

A blogosfera conquistou um papel de grande potencial como ferramenta de comunicação estratégica de uma marca e de relações públicas (Segev *et al.*, 2012). Os *blogs* possibilitam uma comunicação bilateral, onde tanto a marca como o público podem criar e receber informação (Grunig 2009; Wright e Hinson, 2009). Isto oferece grandes oportunidades para intervir na formação de opiniões e imagens sobre uma marca (Smith, 2011). O mundo da moda não ficou indiferente a estas plataformas. Os *blogs* de moda descentralizaram o habitual das revistas de moda apresentando propostas mais alcançáveis para os seus leitores (Rocamora, 2011). As marcas veem estes meios sociais como um canal de publicidade que lhes permite criar relacionamentos duradouros com os seus consumidores e perceber melhor as suas necessidades (Kozinets *et al.*, 2010). Podem ser considerados como ferramentas de relações públicas de grande eficácia (Porter *et al.*, 2007) como, por exemplo, na gestão de crise de uma marca. Dada a multiplicação dos meios de informação, as pessoas tornaram-se exigentes e conscientes dos seus direitos e como consequência disso as crises corporativas têm sido um panorama mais frequente (Meer *et al.*, 2014). A velocidade de difusão destes meios representa um método eficaz para as marcas comunicar a sua resposta e se manter num diálogo interativo com o seu público (Coombs, 2008). O papel dos *blogs* no tratamento de uma crise foi verificado pelos profissionais aquando a sua criação de raiz. Porém, pouco se sabe relativamente ao tratamento de crise corporativa por meio de *blogs* de moda de terceiros (Bates e Callison, 2008; Hanson, 2006; Smudde, 2005). Assim, este estudo prevê responder **qual o papel dos *blogs* de moda no processo de gestão de crise corporativa?** Pretende-se explorar se os *blogs* de moda refletem gestão de crise no seu discurso e de que modo se manifesta. Quer-se ainda, descobrir os argumentos, abordagens e ações específicas de gestão de crise aos quais estes *blogs* recorrem para abordar a crise corporativa.

2. METHODOLOGY

Este estudo assume uma pesquisa qualitativa de *design* exploratório seguindo o método de uma análise de estudos de caso. As unidades de análise são os *blogs* portugueses a Pipoca Mais Doce, Stylista, Carmo e Mini Saia e oito marcas de moda (Blanco, Campport, Burberry, Primark, Zara, H&M, Quiksilver e MO), de origem portuguesa ou estrangeira instaladas em Portugal, que tenham passado por uma crise nos últimos quatro anos que tenham conseguido superar.

Realizou-se uma análise documental seguindo as proposições teóricas estabelecidas. Foi realizada uma análise aos *posts* dos quatro *blogs* referentes a cada uma das marcas selecionadas, entre as datas

antes, durante e depois da situação de crise (ver **Tabela 1**). Com isto, pretende-se entender se a reputação das marcas se manteve igual durante as fases pré e pós-crise.

Marca	Período de Análise
Blanco	Época de crise 2011, 2012, 2013: análise de Jan. de 2010 até Dez. de 2014.
Camport	Época de crise 2014: análise de Jan. de 2013 até Out. de 2015.
Zara	Época de crise 2011, 2013, 2014: análise de Jan. de 2010 até Out. de 2015.
Primark	Época de crise 2014, 2015: análise de Jan. de 2013 até Out. de 2015.
Burberry	Época de crise 2014: análise de Jan. de 2013 até Out. de 2015.
H&M	Época de crise 2013: análise de Jan. de 2012 até Out. de 2015.
Quiksilver	Época de crise 2015: análise de Jan. de 2014 até Out. de 2015.
MO	Época de crise 2013: análise de Jan. de 2012 até Dez. de 2014

Tabela 1 - Período de Análise dos posts sobre as marcas

3. LITERATURE REVIEW

3.1 – O FENÓMENO DOS BLOGS

Os *blogs* são uma plataforma pessoal, utilizados como um diário que reúne ideias, experiências, opiniões e informações sobre um ou vários assuntos, suportado por textos, imagens, áudio e vídeo numa sequência cronológica inversa (Huang et al., 2007; Trammell e Keshelashvili, 2005). É um dos canais mais conhecidos para o registo e discussão de sentimentos pessoais, ideias e opiniões sobre episódios específicos da vida e do dia-a-dia (Hsu et al., 2013). Facilitam uma discussão imediata e interativa (Huang et al., 2007) de consumidor para consumidor (Zhao et al., 2006). A atualização dos *blogs* é frequente (Huang et al., 2007; Trammell e Keshelashvili, 2005) através de múltiplos *posts*¹ que não seguem uma ordem linear no tempo (Rocamora, 2011). Representam uma forma de expressão *online* que criam, com o tempo, uma imagem ou reputação consoante o conteúdo implementado de forma estratégica (VanLear et al., 2005).

O mercado apresenta varias propostas perante as quais o consumidor pode sentir-se perdido e cuja decisão de compra tornar-se difícil. O consumidor diminui a sua dificuldade tornando-se em leitor do *blog* onde irá procurar informação que o possa ajudar, quer seja através do *post* quer através dos

¹ Termo utilizado para texto publicado ou enviado para ser publicado numa página da Internet (Dicionário Priberam)

comentários dos outros leitores (Kulmala, 2011). Os consumidores tornam-se mais recetivos a informação de fontes terceiras que consideram imparciais (Myers e Hufton, 2008) e o conselho destes apresenta maior credibilidade (Myers e Hufton, 2008). O público mostra uma predisposição mais positiva, no processo de tomada de decisão de compra, quando as informações que procuraram provêm de fontes mais respeitáveis (Lutz, 1985; MacKenzie e Lutz, 1989). No momento em que um *blog* assume uma elevada reputação, as suas recomendações e argumentos irão influenciar a confiança e a atitude que o consumidor tem para com o produto, serviço ou marca (Shamdasani et al., 2001).

3.2 - OS BLOGS NA INDÚSTRIA DA MODA

O envolvimento da moda com os *blogs* permitiu aborda-la de forma mais real para o consumidor.. Propiciam um conhecimento mais profundo sobre a área da moda e a sua perceção sobre esta, tornando-se numa fonte de inspiração (Kozinets, 2010). Mostra-se como um local repleto de conselhos, informações e outras questões ligadas a moda, o que chama cada vez mais a atenção das marcas desta indústria (Kulmala et al., 2013). Os consumidores utilizam a informação obtida destes *blogs* de modo a adquirir mais conhecimento sobre os produtos ou serviços pelos quais estão interessados nesta indústria (Chen e Fu, 2012) ou mesmo antes de efetuar qualquer compra (Cho et al., 2012). Os *blogs* de esta área são uma ferramenta significativa para avaliações positivas ou negativas no que respeita às tendências (Rickman e Cosenza, 2007). Estes expõem informações sobre os produtos, aconselham, lideram discussões através de comentários e, se o objetivo destes for para fins comerciais, podem usar o seu conhecimento profissional para publicitar uma marca (Li e Du, 2011).

As marcas vêm o *blog* como sendo um canal de marketing a baixo custo e com influência marcante, permitindo-lhes chegar a um grande público por meio da interação, facilitando a oportunidade de conceber lealdade à marca (Chen e Fu, 2012). É significativo o nível de personalização que esta plataforma permite, podendo alcançar a promoção de novas ideias de produtos ou serviços com uma forte comunicação (Singh et al., 2008). A utilização desta torna-se também interessante para a comunicação estratégica através das relações públicas no tratamento da gestão de crises corporativas (Segev et al., 2012).

3.3 - A GESTÃO DE CRISE CORPORATIVA

As crises são eventos que afetam a performance da marca e cujo tratamento é ambíguo, os efeitos podem ser irreversíveis e o método de resolução complexo (Jaques, 2007). São consideradas crises desastres naturais, acidentes industriais ou eventos intencionais (Reynolds e Seeger, 2005; Seeger, 2006). As causas que as originam podem ser mau planeamento, atos e comportamentos não éticos,

cultura organizacional não trabalhada, entre outros (Jaques, 2007). No momento em que surge uma crise, solicita-se que a marca tenha um rápido reflexo de resposta (Jaques, 2007).

Os meios sociais representam uma fonte de informação imediata e exclusiva, através da qual o consumidor pretende obter informações privilegiadas sobre a crise da marca (Bucher, 2002; Sutton *et al.*, 2008). A velocidade de difusão representa um método extremamente eficaz para a marca comunicar a sua resposta e se manter num diálogo interativo com o seu público (Coombs, 2008). Os consumidores reconhecem também o uso destes meios como um método de terapia onde encontram apoio emocional para recuperar do choque da crise (Choi e Lin, 2009; Stephens e Malone, 2009), aliás, estes prestam maior apoio aos públicos numa fase pós-crise (Liu *et al.*, 2011). Os *blogs* constroem relacionamentos com o público durante esse processo (Bates e Callison, 2008; Hanson, 2006; Smudde, 2005), permitindo à marca uma comunicação privilegiada com este, mostrando que cujas necessidades convergem com os interesses da marca (Marken, 2005). Algumas ações verificadas pelo uso desta plataforma num momento de crise são a redução das reclamações, a preservação da lealdade e a satisfação do consumidor (Rubel, 2005).

A perda de reputação organizacional é um dos resultados negativos mais frequentes numa situação de crise (Coombs, 2007; Dutta e Pullig, 2011; Falkheimer e Heide, 2006). Uma marca que tenha uma reputação positiva anterior à crise continua a preservá-la após, ao contrário daquelas que já trazem um histórico de má reputação (Claeys e Cauberghe, 2014). Conseguindo manter a boa reputação, a marca pode conseguir que as partes interessadas ignorem as informações negativas que circulam (Coombs, 2007):

P1: *Uma marca com reputação respeitável antes da crise não é considerada responsável pelo ocorrido e, essa mesma reputação, serve de argumento para atenuar o impacto da sua crise.*

Durante uma crise, o público desconhece como lidar com a situação e sente-se confuso quanto ao tipo de atitude que a marca irá adotar (Jin *et al.*, 2014). A teoria da confirmação da expectativa, de Edwards e Smith (1996), explica o efeito da dissonância cognitiva nos consumidores. Quando os indivíduos recebem uma informação que não é alinhada com as suas expectativas vivenciam esse efeito, interpretando a informação de forma a que esta lhes faça sentido e corresponda às suas expectativas já existentes. É por isso que os consumidores se concentram nos itens positivos da marca e desconsideram a informação prejudicial sobre ela de forma a minimizar a sua dissonância (Coombs e Holladay, 2006):

P2: *Tende-se a ignorar a crise corporativa quando a marca apresenta uma reputação pré-crise favorável.*

Assim, a comunicação de crise centra-se em conceber a melhor estratégia de resposta para os seus públicos para preservar a sua reputação (Heath e Coombs, 2006). Deste modo, foi desenvolvida a

teoria da comunicação de crise situacional (SCCT) que trata sobre as respostas de comunicação de crise mais eficazes (Avery et al., 2010; Fediuk et al., 2010).

As respostas que a marca pode empregar durante uma crise são formadas por quatro grupos: estratégias de negação, diminuição, reconstrução e reforço (Liu et al., 2011).

O primeiro grupo, a **negação**, engloba três estratégias (Coombs, 2012). Negar: o papel da marca é refutar a existência da crise (Liu et al., 2011). O “bode expiatório”: exclui qualquer responsabilidade da marca do sucedido (Coombs, 2007) atribuindo a terceiros essa responsabilidade (Liu et al., 2011). O ataque ao acusador: a marca confronta o grupo/pessoa que afirma a existência de uma crise (Liu et al., 2011). O autor Liu (2010) acrescenta uma última estratégia: a ignorância. A marca ignora que uma crise existe.

O segundo grupo é a estratégia de **diminuição** que se divide em outras duas, o ato da desculpa e a justificação (Coombs, 2012). A marca pode inclinar-se pela estratégia da desculpa onde esta reconhece, aceita a responsabilidade e pede perdão pela crise (Benoit e Drew, 1997), de forma a minimizar a sua responsabilidade sobre a situação aos olhos do público (Claeys et al., 2010). A marca pode, também, justificar-se mostrando que a situação de crise que enfrenta não é tão grave quanto aparenta (Claeys et al., 2010) explicando a razão de esta existir (Liu et al., 2011). Alguns estudos englobam uma terceira estratégia: a separação. A marca opta por se distanciar e dissociar do departamento responsável pela crise (Liu et al., 2011).

No terceiro grupo, contamos com a estratégia de **reconstrução** que pode empreender-se de duas formas. Através da compensação a marca opta por apoiar os prejudicados da crise (Liu et al., 2011). O pedido de desculpa onde a marca apenas mostra arrependimento pelo ocorrido (Liu et al., 2011). O autor Liu (2011) inclui uma terceira estratégia neste grupo: a mudança de foco. A marca opta por desviar a atenção da crise e concentra a atenção do público num problema maior como, por exemplo, o terrorismo (Liu et al., 2011).

O quarto grupo consiste no **reforço**, que se constitui por três estratégias. O reforço (Coombs, 2012) em si que representa o ato de realçar ações positivas passadas da marca, de forma a distrair da crise (Liu et al., 2011). A adulação que consiste na marca lisonjear as partes interessadas, os *stakeholders* (Liu et al., 2011). E a vitimização que é quando a marca diz-se uma vítima da crise (Liu et al., 2011). Contudo, acrescenta-se outra estratégia que ainda não está completamente implementada, a estratégia do endosso onde a marca procura o apoio de terceiros durante a crise (Liu, 2010).

Reagir com uma resposta rápida mostra-se uma vantagem para a restauração da imagem ou reputação de uma marca (Benoit, 1997). Ajuda a evitar a divulgação de notícias falsas ou erros de

interpretação devido à falta de informação, oficial, por parte da marca (Middleberg, 2001). No momento em que uma marca aceita a responsabilidade por um erro cometido e expressa simpatia pelos prejudicados, é encarada positivamente pelo público (Coombs e Schmidt, 2000). Aslop (2004) também partilha desta mesma opinião, defendendo as técnicas de desculpa e o reconhecimento da responsabilidade em detrimento de técnicas defensivas:

P3: *Os blogs de moda refletem mais técnicas de desculpa e de atribuição de responsabilidade para tratar a crise corporativa de uma marca.*

Em contrapartida, a literatura também revela que optar pela tática de desculpa nem sempre é a melhor estratégia. Existem diferentes resultados, eficazes, que se podem alcançar com uma estratégia de defesa (Hearit, 2001). Se existe uma relação afável pré-crise entre a marca e os seus públicos num clima adequado, a escolha de uma estratégia de resposta defensiva torna-se interessante (Turk et al., 2012):

P4: *Os blogs de moda refletem mais técnicas de defesa e negação para tratar a crise corporativa de uma marca.*

Existem varias opiniões sobre a melhor estratégia a adotar numa situação de crise. No entanto, como sugere Benoit (1997), não se torna regra assumida optar apenas por uma única estratégia, mas sim combiná-las de forma a alcançar maior eficácia na reparação da imagem e/ou reputação. No entanto, a marca deve ter sempre em consideração o tipo de crise que enfrenta e se é justificável uma combinação de estratégias de resposta (Claeys et al., 2010):

P5: *A gestão de crise empregue pelos blogs de moda refletem uma combinação de técnicas que prevalecem a reputação corporativa.*

4. EMPIRICAL COMPONENT

Em cada *blog*, foi analisado o texto tomando por base o método da “encontrabilidade” do autor Conrado (2012). Este é um termo que engloba um dos P’s do marketing digital, a Pesquisa, que consiste nas marcas saberem como o seu público alvo procuram nos motores de pesquisa. Deste modo, adaptou-se este método procurando palavras-chave que evidenciassem a presença de gestão de crise como “*vergonha*”, “*crise*”, “*responsabilidade*”, “*polémica*”, “*escândalo*” e o nome das marcas. Para facilitar a procura destas palavras nos *posts*, a investigadora recorreu a uma ferramenta do teclado do computador, *Ctrl + F*, que permite aceder a um pequeno motor de pesquisa onde se escreve a palavra desejada e, caso esta esteja presente no texto, é sublinhada e a barra lateral de movimento indica onde está. A medida que se realizava a análise dos *posts*, criou-se, de forma paralela, uma grelha para inserir as informações

relevantes. Após o procedimento de recolha de informação dos *posts*, esta foi analisada seguindo o modelo de Saldaña (2013), através da criação de categorias (Tabela 2) baseadas na literatura. No final da análise da informação, extraíram-se os principais resultados, identificando as principais categorias nos *blogs* estudados e revelando a verificação ou exclusão das proposições estabelecidas.

Categoria	Autor
Aborda a reputação pré-crise da empresa de forma favorável	Lyons e Cameron (2004)
Aborda a reputação pré-crise da empresa de forma negativa	Lyons e Cameron (2004)
Utilizam argumentos específicos para falar sobre a crise	Bucher, 2002; Sutton, Palen e Shklovski (2008)
Ignoram a crise da empresa	Liu (2010)
Defendem a crise da empresa	Liu (2010)
Atenuam a responsabilidade da empresa sobre o ocorrido	Coombs e Holladay (2006)
Atribuição de culpa e responsabilidade à empresa	Jin et al. (2014)
Exclusão de responsabilidade por parte da empresa	Coombs (2007)
Negação da crise	Liu, Austin e Jin (2011)
Atribuição de responsabilidade a terceiros	Liu, Austin e Jin (2011)
Acusação ao indivíduo ou entidade que culpou a empresa	Liu, Austin e Jin (2011)
Pedido de desculpa pela empresa	Benoit e Drew, 1997),
Justificação do ocorrido diminuindo a importância da crise	Claeys, Cauberghe e Vyncke (2010)
Dissociação da relação do <i>blogger</i> com a empresa	Liu, Austin e Jin (2011)
Desvio da atenção, abordando outros temas	Liu, Austin e Jin (2011)
Realce de ações positivas passadas da empresa, para distrair	Liu, Austin e Jin (2011)
Discurso positivo sobre o presente da empresa	Stephens e Malone (2009)
Combinação de métodos de gestão de crise	Benoit (1997)

Tabela 2 - Categorias que determinam a presença de Gestão de crise nos *blogs*

5. DISCUSSION

Identifica-se na **Tabela 3** os *posts* realizados pelos quatro *blogs*, referindo as marcas durante o período de tempo selecionado.

	Blanco	Camport	Zara	Burberry	Primark	H&M	Quiksilver	MO
A Pipoca Mais Doce	37 posts entre 01/10 e 12/14	0 posts	419 posts entre 01/10 e 10/15	21 posts entre 01/13 e 10/15	47 posts entre 01/13 e 10/15	94 posts entre 01/12 e 10/15	0 posts	0 posts
Stylistia	0 posts	0 posts	498 posts entre 01/10 e 10/15	8 posts entre 01/13 e 10/14	0 posts	221 posts entre 01/12 e 10/15	0 posts	0 posts
Carmo	0 posts	0 posts	74 posts entre 01/10 e 10/15	0 posts	0 posts	60 posts entre 01/12 e 10/15	0 posts	0 posts
Mini Saia	94 posts entre 01/10 e 12/15	0 posts	612 posts entre 01/10 e 10/15	57 posts entre 01/13 e 10/15	120 posts entre 01/13 e 10/15	484 posts entre 01/12 e 10/15	0 posts	0 posts

Tabela 3 - Número de posts por blog

Uma das principais técnicas utilizadas pelos *blogs* passa por **ignorar a crise**. Estes ignoraram os factos relativamente às crises das marcas seleccionadas implementando um discurso positivo sobre estas e evocando outros aspetos. Estas marcas mantiveram a sua reputação favorável, alimentando a sua ligação com os *blogs* com a ajuda de eventos, ofertas, convites, entre outros. A reputação das marcas conservou-se ao longo do tempo e os *blogs* mostraram aos leitores como estas continuam sendo uma boa aposta. O facto de estes terem mantido o mesmo discurso serviu de método contraditório perante as notícias negativas sobre a marca, facilitando o encobrimento da informação sobre a crise e a relação que se mantém entre *blog* e marca, passou sempre de forma positiva. Posto isto, podemos assumir que a segunda proposição, **Tende-se a ignorar a crise corporativa quando a marca apresenta uma reputação pré-crise favorável**, verifica-se. Os *blogs* analisados continuaram com as mesmas rubricas e discurso antes, durante e depois das polémicas.

Outra das estratégias mais empreendidas pelos *blogs* foi o **desvio da atenção** dos leitores centrando-os noutros aspetos relativos à marca. Estes abordaram diversos temas de forma constante, mantendo

presente pontos positivos das marcas como o foco sobre peças, coleções, inspirações das marcas, eventos, ações como o ambientalismo ou passatempos. Esta estratégia permitiu manter a reputação das marcas igual de favorável e captar a atenção dos leitores, mostrando-lhes aspetos positivos que ajudaram a minimizar os apelos negativos por parte das notícias.

Os quatro *blogs* implementaram estratégias de sentido defensivo e de negação pois, entre as datas selecionadas, nenhum dos *posts* acusa ou atribui às marcas a responsabilidade sobre as crises. Mantiveram a mesma abordagem sobre as marcas continuando a referi-las e a informar os públicos sobre elas. As estratégias identificadas na análise pertencem aos grupos da negação e de reconstrução reconhecidas como técnicas de gestão de crise defensivas. Deste modo, valida-se a quarta proposição: **os *blogs* de moda refletem mais técnicas de defesa e negação para tratar a crise corporativa de uma marca.** Consequentemente presencia-se uma ausência, no geral, de estratégias de caráter acusador pelo que se refuta a terceira proposição: **os *blogs* de moda refletem mais técnicas de desculpa e de atribuição de responsabilidade para tratar a crise corporativa de uma marca.**

Apesar das técnicas mais empreendidas serem de caráter defensivo, revelam-se, como exceção, apesar de não ter sido identificada nenhuma crise da Zara nesse ano, dois casos que refletem gestão de crise através da acusação, com argumentos específicos e atribuição de responsabilidade. Os *blogs* Carmo e Mini Saia evocaram em 2010 um percalço da Zara, através de uma publicação específica para denunciar o caso do uso de imagens de *bloggers* internacionais sem o pedido de direitos de imagem e autor por parte da marca. Destacam-se sentimentos como a indignação e existe uma clara atribuição de responsabilidade à marca. No entanto, a negatividade da situação para com esta não se prolongou e estes mantiveram o seu discurso positivo sobre a Zara após o percalço. Estas situações, em conjunto com a análise anterior, permitiram refutar a primeira proposição deste estudo: **Uma marca com reputação respeitável antes da crise não é considerada responsável pelo ocorrido e, essa mesma reputação, serve de argumento para atenuar o impacto da sua crise.**

Considerando o foi discutido, podemos destacar uma combinação de múltiplas estratégias para a gestão de crise corporativa, o que corrobora a última proposição estipulada: **a gestão de crise empregue pelos *blogs* de moda refletem uma combinação de técnicas que prevalecem a reputação corporativa.** Segundo Benoit (1997) e Coombs (2007), torna-se mais eficaz o uso de várias técnicas para ajudar na reparação da imagem e da reputação da marca mais rapidamente. Neste caso, a combinação das técnicas **ignorar a crise** e **desvio de atenção** permitiu aos *blogs* manter a imagem das marcas intacta, mostrando sempre um discurso positivo que contrasta com as habituais notícias negativas que

vão surgindo nos meios. O conteúdo elaborado pelos *blogs* continua a valorizar aquilo que as marcas construíram.

Depois de concluída a análise e discutidos os resultados é possível responder a questão de pesquisa deste estudo: *Qual o papel dos blogs de moda no processo de gestão de crise corporativa?* Estes meios sociais assumem um papel de reguladores da reputação e da imagem das marcas, privilegiando um discurso que contrasta com as informações negativas que surgem nos media tradicionais. Conservam a boa imagem da marca, revelando características como a qualidade, os bons preços ou atividades específicas e, desta forma, realçam o seu lado positivo numa fase mais polémica.

6. CONCLUSIONS

Podemos declarar que o uso de *blogs* para a gestão de crise de uma marca é uma parceria positiva. Mesmo que as marcas não tenham exercido qualquer influência para estes ignorarem as polémicas, o certo, é que ao estabelecer uma relação favorável, desde o início, com eles, ajuda no processo de crise.

Este estudo apresenta, como contributo, as vantagens, a longo prazo, da construção e manutenção de uma relação favorável entre as marcas e os *blogs* num período de crise. Se estes relacionamentos se mantiverem favoráveis, a reputação das marcas também seguirá o mesmo rumo, fator que se torna decisivo no momento de crise das marcas. Todavia, ao apresentar a posição dos *blogs* no mundo da moda e a sua capacidade de difusão, este estudo pode ser uma vantagem para as marcas que passem por fases mais críticas e queiram implementar uma solução mais rápida e próxima dos seus públicos.

As limitações enfrentadas foram a escassez de literatura específica sobre a utilização dos *blogs* de moda para o tratamento de crises e o tamanho da amostra não permitir a generalização dos resultados.

Para outras investigações sugere-se o estudo das motivações inerentes aos *blogs* para empreenderem gestão de crise, descobrindo se é propositado a pedido das marcas ou apenas por benefício próprio para o bem da comunidade. Seria interessante, também, compreender qual o impacto e nível de influência nos consumidores quando acompanham a crise de uma marca através de um *blog*.

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Purchase intentions and behaviour for quality labelled PGI/PDO brands (Research Project)

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Abstract

The present research project has the aim to assess how consumers perceive protected geographical indication and protected designation of origin (PDO/PGI) labelled food and how these quality labels influences their buying behaviour when compared with region of origin labelling.

For this, interviews will be addressed to consumers, responsible for household food purchase, in major retail points in Lisbon. Retail points are to be chosen according to area and size. Interviews days will be chosen according day of the month and week day to be representative of costumers shopping habits. It is to be evaluated what has more influence on consumer decision making: if quality labels or region/country of origin indication.

Conclusions will give some light on the consumer awareness towards traditional quality labelled products and its possible influence on purchase decision making at point of purchase. This could help local marketers to design marketing strategies to better communicate PDO/PGI products or, on the other hand to label according to region of origin.

Keywords

Consumer behaviour; Certified food products; Purchase Intention; Branding; Labelling, Decision-Making, Region-of-origin.

1. INTRODUCTION

In markets where household budget and the proportion of disposable income spend on foods is declining, consumers seek other attributes from their food (and drink) part from just affordable prices and/or good taste (Hughes, 2014). Thus, food suppliers are attempting to differentiate their products from those in mass commodity markets as the meat sector.

To face a growing demand for quality ensured products, special after food scares (BSE, Foot-Mouth disease, dioxins) and to pursue the economic promotion of traditional food products, that by their distinct production characteristics can be differentiated from similar products in the market, the European Union created the Protected Designation of Origin Regulation (PDO) and Protected Geographical Indication (PGI) under the council regulation (EEC) N° 2081/92 (Marreiros, 2002; Fragata, Tibério & Teixeira, 2007).

In the present regulation, PDO products are assigned to products that are traditionally produced, processed and prepared in a specific geographical area; PGI names are given to products that are traditionally produced and/or processed and/or prepared in a specific geographic area (Hayes, Lence, Stoppa, 2004).

"The proportion and commercial valuation of those products, can be of considerable benefit to the rural economies, in particular to less-favoured or remote areas, by improving the incomes of farmers, by retaining the rural population in these areas, and by the contribution to the safeguard of important natural and cultural resources (Diário da República, 1993, cited by Marreiros, 2002). Therefore and according to the same author, the PDO (and PGIs) policy aims to guarantee to consumers a trustful supply that respects both sanitary rules and the features perceived by consumers as signs of quality. Food products protected with origin labels are considered as typical products due to the provenance having a specific geographical, historical and tradition human know-how, qualities and characteristics (Trigui & Giraud, 2013). Region of origin can be referred to those non certified products but which pretend to call to certain region within the country.

Despite all efforts, consumer awareness and understanding of the PDO/PGI symbols is low (European Commission, 2008; Grunert & Aachmann, 2016) even when compared to other international symbols as Fairtrade or organic product symbol or region of origin. Consumers ability to make better choices due to clear information on product origin are not yet achieved. Grunert & Aachmann (2016) found that, in most studies, quality labels awareness is low, making many food producers wondering if these schemes are a such a useful tool in their marketing mix as it was supposed to be. The positive impact of quality certification has to be communicated to consumers in order to be successful (Tauber, 2011).

In Portugal, on average and according to DGADR (2014), was produced in 2012, 72 728 Ton of certified products. The protected geographical indication and protected designation of origin (PGI/PDO) quality label products represents only 3% of the total country production for agro food products. Although, this value, is increasing. One of the reasons for this small value, could be related to the misreading of what cues consumers' perceived in certain products like meat (2% of the total market) when compared with fruit (9%) or Olive Oil (18%) and his willingness to pay a premium price for PDO/PGI products. Cues like, tradition, taste and others are normally associated to Geographic Indication (GI) products.

Several studies indicate that consumers, when asked, tend to prefer national branded traditional products (Verlegh & Steenkamp, 1999; Banovic *et al.*, 2010) when compared to foreign brands or even retail brands. Despite this, traditional products still represent a minor share on the total market facing a great competition from retail brands with their strict quality and price policy. Do consumers really attribute higher utility to region of origin than product's label or brand? Studies analysing the effect of the product's region of origin compared with quality label on consumer decision making are reduced and almost no existent in Portugal. The aim of this research will be to evaluate how quality certification is perceived and influence brand image and how it affects consumer decision making and its willingness to pay an extra value for quality labelled products. As Vermeir & Verbeke (2006) point out, public interest in sustainability and certification has increases and consumer's attitudes are mainly positive, behavioural patterns are not univocally consistent with attitudes. The presumed GAP between those attitudes has been little or non-investigated in Portugal. Some of the available data (mainly on quality perception) is related to Spain (Gil, Gracia and Sanches, 2000), Italy, France, Poland Hungary, Belgium (Gerrero *et al.*, 2009; Gellynck *et al.*, 2010;) and Greece (Bottonaki, 2009).

The better understanding of these aspects may help improving the competitiveness of certified and regionally labelled products, pointing out effective strategies for increasing consumer awareness and, thus, positively influence behaviour.

Region of origin labelling has been shown to be an important extrinsic cue for consumer evaluation of food products, specially in those products where the evaluation of their intrinsic attributes is difficult.

2. METHODOLOGY

According with Grunert & Achmann (2016) there is a need for greater research on the role of the quality labels in actual decision-making process. On the several studies analysed there a dominance of conjoint designs which means that most of the results are based on decision making situations. This methodology can lead to situations where respondents are more or less forced to look at the available information. In our opinion, also in accordance with the same authors there is a need for the study to be extended at the real points of purchase based on a combination of observational and survey techniques so more insights could be given into the actual prominence of EU quality labels compared with other typical brands.

Assessing consumer behaviour is, some how, a subjective issue. Both McEachern (2004 and 2005) and Gellynck *et al.* (2010), utilizes semi-structured interviews in order to understand purchasing behaviour in food (meat) consumers. McEachern (2005) says: "The qualitative interview is widely accepted as one of the most widely applied forms of social inquiry, particularly given its ability to explore and gain in depth information". The semi structured interview could help to minimise bias and gives sufficient insight about an individuals' attitude towards an object.

This study aims to analyse consumers' behaviour based on Total Food Quality Model (TFQM) as proposed by Grunert, *et al.* (1996). TFQM integrates the multi-attribute and the hierarchical approaches to quality perception. In addition, it integrates two other major elements of consumer behaviour theory, namely the explanation of intention to purchase, as a trade-off between give and get components (real or empirical). Due to the cognitive orientation of the Total Food Quality Model, some form of interview technique is usually used as the main means of operationalizing the various model constructs.

The measurement constructs include purchase behaviour, purchase intention, brand image, perceived quality, PDO/PGI certification knowledge and cost perception with a Likert 7 point.

Data will be collected from consumer in the major retail chains in Lisbon region, namely: Pingo Doce, Continente and Auchan. This is due to the fact that almost 50% of the certified products is sold through these chains. Also data from producers indicates urban areas to be the major market for PDO/PGI products.

Interviews will be conducted at selling point to consumers that buy certified food and are responsible for household food shopping. Purchase behaviour to be analyse will focus on low involvement products like meat (pork and beef), cheese and processed meat like sausage and ham.

As various studies indicate (Botonaki Tsakiridou, and Mattas 2009; Font I Furnols *et al.* 2011; Insh and Jackson 2012) women are the major percentage of population to be responsible for household shopping. Participants would probably be between 20-70 years old and fully or partially in charge of household purchases of food.

3. LITERATURE REVIEW.

Great amount of research has been produced on Country of origin (COO) effects on consumer behaviour, although there is a lack of knowledge about how regional labelling affects purchase behaviour in low involvement products like meat or processed meat.

The present work will try to bring some light into the influence of quality labelling, such as PDO and PGI compared with region of origin labelling on consumer behaviour and purchase decision making.

It has been seen that both labels influence positively purchase intention (Trigui & Giraud, 2012) but little has been studied about what influences decision making: the quality labelling or region of origin? What products beneficiate more from one or the other?

In this short review we, firstly point out some issues related with Consumer behaviour. Secondly, the The Total Food Quality Model as suggested by Grunert *et al.* in 1996 is presented. Thirdly, we discuss briefly the

influence of quality labelling and decision making. Finally, the role of region of origin on decision making is considered. It is out of the scope of this article to go deep into such concepts. It is our objective to present a ground supported idea of our future work.

2.1 Consumer behaviour.

Consumer buying behaviour has been developed since 1940s to satisfy the objectives of describing and predicting consumer behaviour (Marreiros and Ness, 2009).

As Font-i-Furnols and Guerrero (2014) stated, that consumer behaviour is affected by, psychological (individual), sensory (product specific) and marketing (environmental) factors as presented on fig 1:

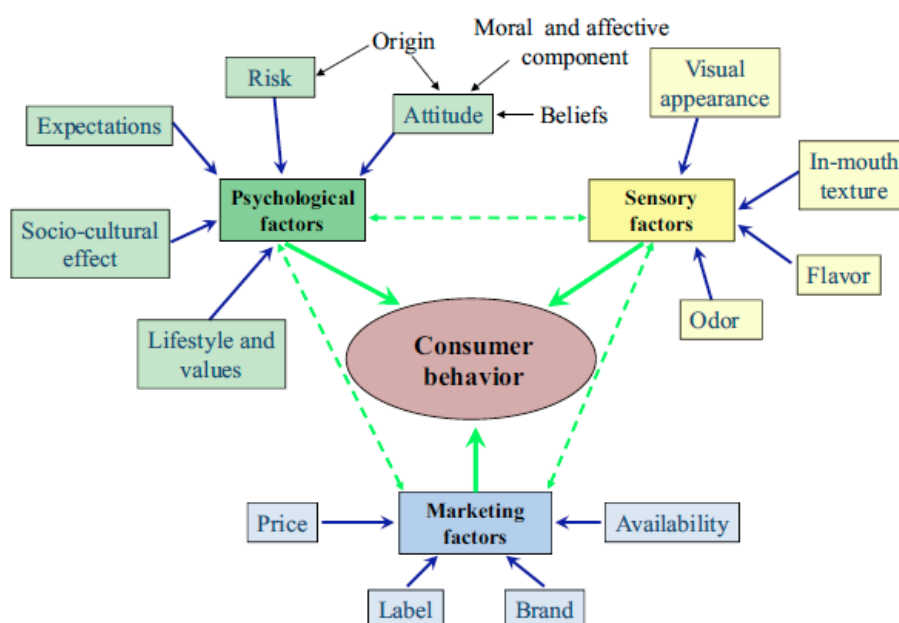


Fig. 1: Multidisciplinary model of the main factors affecting consumer behaviour in a food domain. (Font-i-Furnols & Guerrero, 2014)

It is out of the scope of this study, to detail those factors although it should be mentioned that research would be more concentrated on marketing factors as quality labelling of brands and region of origin indication. These items contribute to consumer's product quality expectations and thus influencing its behaviour.

Quality labelling is an important attribute that can affect consumer preferences (Font-i-Furnols & Guerrero, 2014) which, are more interesting to consumers when inferring expected product quality.

The reason for buying GI labelled products is due to its quality control and safety (Marreiros & Ness, 2009). This is in line with several studies showing that region certification (Banovic *et al.*, 2010), organic label (Gil, Gracia & Sanchez, 2000) have a positive effect on consumer behaviour (Marreiros & Ness, 2002). Although region of origin has not been proved to be alone relevant for food choices (Ahmed *et al.*, 2002; Umberger, 2004; Insh & Jackson, 2012). Especially when an existing gap between certified and no certified food brands prices are perceived (Gil, Gracia & Sanchez, 2000). Education, health and availability has also a positive effect on consumers' decision making towards this products (Paul & Rana, 2012).

2.2-Quality model (TFQM)

Food quality is, from a consumer point of view, mostly composed by experience qualities like taste and convenience supplemented by qualities such origin, production method and healthfulness (Grunert, 2005).

As Larceneux, Benoit-Moreau & Renaudin (2012) pointed, the perceived overall quality assessment is apparently to higher extend based on consumer's expectations regarding good taste than regarding health risk.

Despite this, food safety and quality are central issues in food economics and on consumers' risk perception (Grunert, 2005).

The Total Food Quality Model, as represented in fig 2, was proposed originally by Grunert *et al.*, (1996) and cited by Grunert, Bredahl & Brunsø (2004) is an attempt to integrate and analyse a number of approaches on consumer quality perception which leads to decision making, explaining purchase intention as a trade off between give and get attributes, and the explanation of consumer's satisfaction as the discrepancy between expected and experienced quality (Grunert, 2004). It distinguishes between "before" and "after" purchases evaluations. It is out of the scope of this proposal to detail each issue on the model, although it is important to address that this model gives important guidelines for the work to be done.

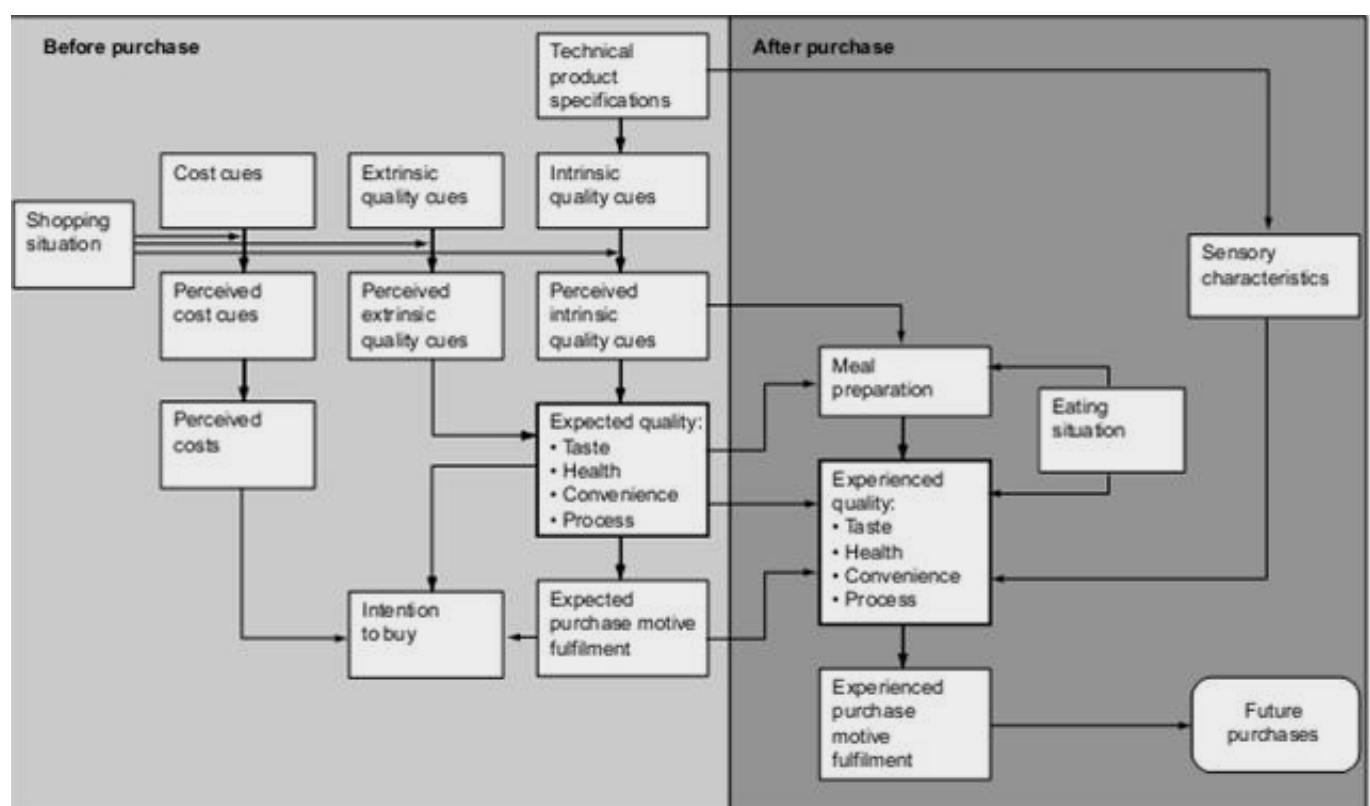


Fig. 2: Total Food Quality Model originally proposed by Grunert *et al.* (1996).

If one concentrates on the "before purchase" part, it shows how the quality expectations are formed based on available cues. Considering the intrinsic quality cues that are related to the product itself (physical characteristics related to technical specifications). The extrinsic quality cues represent the other characteristics such as brand name, PDO/PGI certification price, distribution, etc. The research proposed tries to concentrate on these factors as it is believed to have great influence on consumers' behaviour. The TFQM addresses that quality is not an aim in itself but desired as it helps to satisfy purchase behaviour (Grunert *et al.*, 2004). Expected quality and expected fulfilment of purchase motives are positive consequences consumers expect from buying a food product against negative consequences in form of various cost. This trade-off determines the intention to buy (Grunert *et al.*, 2004).

In consumer research it makes little sense to talk about product quality per se (Bredahl, 2003) but is acknowledged that consumers form subjective impressions of quality. Consumers have the final word in food choice which is determined by his perceived quality (Banovic *et al.*, 2010).

Several studies have investigated the role of the intrinsic and extrinsic quality cues on consumer purchase intention but little has been made on the use of brand as a quality cue (Bredahl, 2003), or if region of origin is perceived as such.

2.3-Quality labelling and decision making.

Product labelling is an issue with considerable attention on current times. As it is related by Insch & Jackson (2012), it is not clear that consumers consider country-of-origin labels, geographical indicators or quality labels, in their routine food purchase decisions with positive impact. When it comes to PDO/PGI schemes, are consumers approving such schemes and do they use them in their decision making (Gurnert & Achmann, 2016)? And region of origin (here considered independent of EU quality labelling and defined as region or provenance independent from country of origin), what is the extent of its influence on the decision making process? Consumers' food evaluation is not always determined by these cues as strongly as by price or brand alone. Kimura (2008) cited by Insch & Jackson (2012) recognises that little is known about what information should be provided to consumers and how it affects their purchase intentions. In line with these studies have been the conclusions of Insch & Jackson (2012). Ahmed & Astous (1995) demonstrated that, for household buyers a cue as country of origin had less importance than brand name.

Anselmsson *et al.* (2014), also conclude that quality alone cannot explain price premium and thus willingness to buy and behaviour, extending to non quality brand associations as uniqueness, social image, and origin, the influence on behaviour.

As it has been said, there is no agreement on this issue. Several studies indicate a positive relation on label indication of region (Loureiro & Umberger, 2002; Chrysoschoidis, Krystallis & Perreas, 2006; Font i Furnols *et al.*, 2011) and label perception (Jeddi & Zaiem, 2010), of purchase intention.

Research still to be done in Portugal to the extent of influence of quality label on brand image and its consequence on willingness to pay a premium price for certified brand products.

2.4- Region of origin and decision making, the role of Ethnocentrism.

Product cues such as brand, price, production process, health, sensory and convenience are considered to be important to explain purchase decision making in food consumption. Consumers' preferences are complex and heterogeneous being the demand for food highly segmented among consumers resulting in a large number of products being sold in the market with different labels communicating distinctive food attributes. One of them is the place of production (Gracia, 2014). Region of origin seems to have a direct positive influence on food reputation and bring up some physiological cues that affect decision making. One can easily think of French champagne, Italian Olive oil or Cheese from Serra da Estrela, as being high quality products (independently of the presence of EU quality labelling). Product reputation can drive us to certain regions where it is believed to be found genuine quality products. Food reputation has a positive effect on consumer choice depending on product category and individual characteristics (Bonaiuto *et al.*, 2012). Verbeke & Roosen (2009) indicate, although, that direct indications of quality such as "best before" and "date" are generally more appealing to consumers than country or region of origin labelling.

Region of origin can be defined for this propose a geographic area within a country (for the present study, Portugal) and it is considered as an extrinsic cue which is used as a signal or proxy for product quality specially when consumers lack the motivation or ability to make direct judgement of products' quality (Verlegh & Van Ittersum, 2001). However geographic indication (GI) is not just another extrinsic quality cue as it is associated with cognitive, affective and normative aspects (Verlegh & Van Ittersum, 2001) as presented on Fig 3:

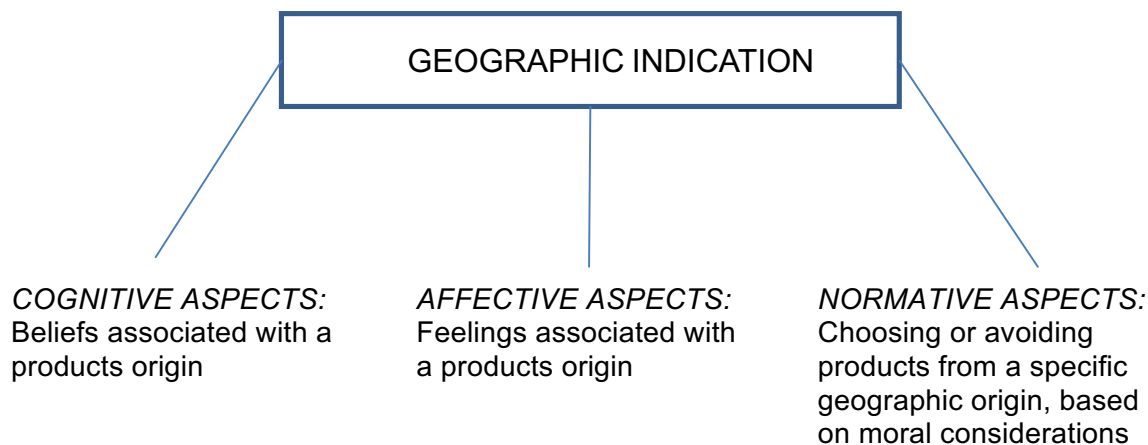


Fig. 3: General framework (resumed) for the impact of geographic product origin on consumer decision making (Verlegh & Van Ittersum, 2001)

There isn't a total agreement on the general influence of the region of origin on consumer decision making. Some studies (Gracia, 2014; Chrysochou, Athanasios & Giraud, 2012) indicate a positive influence of region of origin label indication, while other (Guerrero, 2001) indicates that food origin seems to be the least important factors when choosing a food product when compared with other cues such as price or brand name. The same study, however, indicates that this importance strongly depends on the category of products and context of consumption.

For certain products, origin could be as important as the brand name, or even more important as an explanatory factor accounting for purchase decision making. In products as fresh meat for example, the designation of origin performs all the functions of a brand name (Guerrero, 2001).

2.5- Theoretical model and hypothesis

In previous research it has been analysed the influence of EU quality labels on consumer decision making. Also, much research has been done on how region of origin non officially certified labels can affect decision making. Although, little has been made on what is more relevant, Quality certification or region of origin? Diamantopoulos, Schlegelmilch & Paliawadana (2011) proposed a model to evaluate the relationship between country of image and brand image as drivers of purchase intention. Based on this approach our intention is to evaluate region of origin image and quality labelled (PDO/PGI) as influencers of purchase decision making in different categories of food products. In this work, it has been found that country of origin impacts purchase intention indirectly as its influence is mediated by brand image which on its turn, encapsulates country of origin perception.

As Grunert (2016) points out, the level of consumer's awareness of EU quality labels seems to be low which compromises its function of reduce uncertainty associated with food purchases regarding desirable product characteristics and underlying production process. Interesting and non investigated issues are: Do consumers relate EU quality certification with traditional products or, on the other hand the typicality is an independent construct to be analysed? Do a product, or category of products, need to be EU certified to be perceived by consumers as "typical"? Thus:

H1- EU label certification has a positive correlation to typicality recognition.

H2- Region of origin has a positive correlation to typicality recognition.

H3- Region of origin has a positive correlation to purchase decision making.

H4- EU label certification has a positive correlation to purchase decision making

H5- Typicality has a positive correlation to purchase decision making.

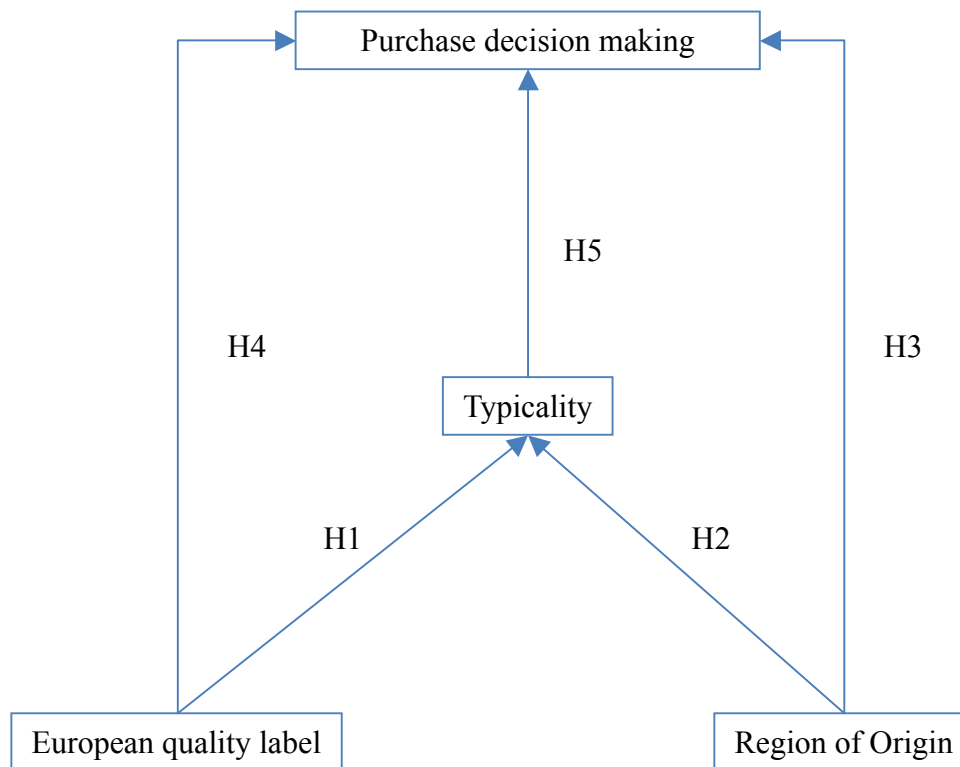


Fig. 4: Labelling influence on typicality and purchase decision making model.

DISCUSSION OF RESEARCH VALUE.

In present times consumers request more information which can give information about food quality. An important cue of regional foods is that of consumer perceptions of product authenticity. Product labelling has, therefore, gained considerable attention as a mean to provide product specific information and reduce quality uncertainty faced by consumers'.

This work will focus on whether and what extent region of origin, influences decision making on Portuguese food consumers and what food categories are more prone to be affected by this labelling cue.

For this propose region of origin and protected geographic indication (PGI)/Protected designation of origin (PDO) will be considered separately as it can give indication for producers and marketers for communication strategies in the food market.

Some brands try to use region of origin to differentiate food products. Most of the times, these products have no EU certification (see fig. 4). These can indicate that region of origin has more effect on decision making than PDO/PGI certification (see fig. 5 and fig. 6) which differ from simple indication of origin in the sense that such EU certification intent to secure a certain product specification and signal a certain quality to consumers, besides referring just to a particular origin of the food product, according the EU regulation.

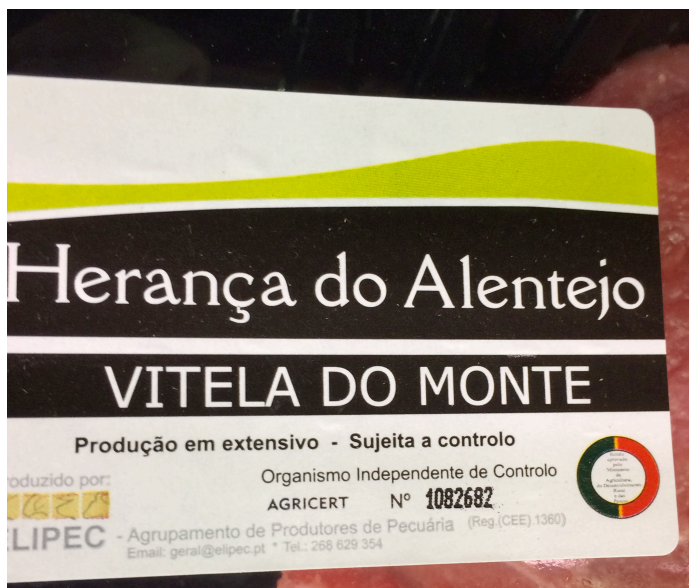


Fig. 4: Example of a non EU certified product with Region of Origin labelling



Fig. 5: EU geographical indication labels.



Fig. 6: Example of a EU certified product with Region of Origin labelling.

Probably due to the low consumer awareness for this certification scheme, region of origin is a more important cue than EU certification. If this so, producer's and retail communication strategies could and should be adapted in order to enhance ROO origin image.

Most of the studies found are from foreign countries mainly Spain, Belgium and UK. Little is found in the Portuguese market which is a GAP that we will intent to overcome. Empirically, region of origin labelling can help to categorize typicality on food products which has an important influence on product differentiation strategies.

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Cultural Memories, Discursive Gaps and Tourism Promotion: A Framework for Applied Research

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Abstract

Recent studies about the relation between heritage and tourism have consistently signalled the existence of fractures between the cultural reality of tourism destinations and the cognitive and emotional experience of contemporary visitors. On the other hand, the study of the relations between tourism and literature and the recent valorisation of storytelling in tourism promotion have both pointed out the importance of different types of discourses in the constitution of tourism spaces and the shaping of visitors' expectations and experiences. When the desire for authenticity expressed by cultural tourists is also taken into account, the existence of inconsistencies between the cultural realities of destinations, existing discourses and the expectations and perceptions of tourists becomes apparent. In order to develop mediation proposals allowing more coherent experiences, a model for applied research is needed, especially given the challenges of the present. Adapting, in an innovative approach, the Gap Model of Service Quality, this paper intends to present a research framework capable of enlightening existing cultural inconsistencies considering the discourses involved in the promotion and experience of tourism destinations – namely literary texts, promotional materials and the discourse of museums and tourism operators. The framework will be applied in an exploratory investigation of the role of José Saramago's *Baltasar and Blimunda* in the tourism promotion of Mafra and Lisbon with the aim of developing a conceptual model capable of describing inconsistencies in the promotion and experience of cultural destinations and facilitating the development of mediation proposals.

Keywords

storytelling, literature, cultural and heritage tourism, territorial promotion, Portugal

1. INTRODUCTION

The significant growth of cultural tourism in the last decades (Richards, 2011; Smith & Richards, 2013; UNWTO, 2015) and the possibilities of city and territorial promotion based on literature and storytelling (Woodside & Megehee, 2009; Hendrix, 2014; Hoppen, Brown & Fyall, 2014) imply several challenges, challenges that information technologies can either exacerbate or help overcome. On the one hand, recent studies about the relation between heritage and tourism have consistently signalled the existence of fractures between the cultural reality of tourism destinations and the cognitive and emotional experience of contemporary visitors (Giaccardi, 2012; Harrison, 2010; Labadi & Long, 2010; Waterton & Watson, 2015). On the other, the relation between literature and the tangible and intangible cultural heritage of destinations cannot simply be taken for granted, requiring an informed and balanced mediation in which storytelling can play a significant role (Woodside & Megehee, 2009; Hendrix, 2014; Muniz, Woodside, & Sood, 2015). The very growth of the sector poses new challenges: due to its potential to generate income, tourism is viewed as an important economic resource for heritage preservation; however, as culture increasingly becomes an object of tourism consumption, this association could also affect the very heritage being promoted, particularly if its values are subordinated to commercial goals (Pulido-Fernández & Sánchez-Rivero, 2010; Messenger & Smith, 2010; Nuryanti, 1996; Harrison, 2010). Indeed, the character of authenticity itself, a focal point of the cultural tourist's experience, comes ultimately into play in this game of mirrors and misperceptions (MacCannell, 1999; Wang, 1999; Burnet, 2001; Timothy & Boyd, 2003).

In order to better understand the inconsistencies and interactions at play in the promotion and experience of cultural destinations and stimulate the development of pertinent mediation proposals, a conceptual model for applied research is needed. Given the opportunities available "to connect the world of scholarly analysis with the culture industry at large, and the commercial and political interests underlying it" (Hendrix, 2014, p. 21), this paper intends (1) to describe the framework developed with the aim of defining just such a model, and (2) to present the initial results and discuss their relevance for its development.

Central to the study is the use of the Gap Model of Service Quality as a frame of reference for analysing existing discrepancies in the promotion and experience of cultural destinations and as a starting point for the development of a new model capable of dealing more clearly with the different types of inconsistencies present in the cultural sphere. In fact, given the inherently diverse perspectives implied in cultural tourism and the multidisciplinary nature of the field itself, a «Gap 0», referring to discrepancies between available discourses shaping the expectations of visitors and the discursive reality – in its broadest sense – of the material and immaterial heritage of destinations, is postulated as a hypothesis.

An exploratory investigation of the role of José Saramago's *Baltasar and Blimunda* in the tourism promotion of Mafra was designed to ascertain the different types of inconsistencies and attributes to be considered in the development of the model. Interest in Mafra, a small city distancing about 40 km from Lisbon, as a tourism destination increased dramatically with Saramago's novel – especially after the author was awarded the Nobel Prize –, with the number of visitors to its National Palace, former residence of the Kings of Portugal and a Franciscan monastery, as referenced in the Portuguese title, growing exponentially. The present interest in literary tourism and the added discursive layer offered by the literary text – although not the only possibility of destination promotion based on literature (Hendrix, 2014; Hoppen, Brown, & Fyall, 2014) – were also factors taken into account in the choice of study.

2. METHODOLOGY

Considering the gaps identified by Parasuraman, Zeithaml, and Berry (1985) in their conceptual model of service quality as a frame of reference, the methodology was conceived so as to include: a) interviews with the administrators and curators of Mafra's National Palace to ascertain both their perceptions of visitors' expectations and the service structure and specifications; b) participant observation, followed by interviews with employees responsible for service delivery, namely tour guides; c) content analysis of collected promotional materials and other communications; d) collection and analysis of qualitative data from testimonies written in the Palace's Visitor's Book and a cross-sectional survey by questionnaire of visitors to the National Palace in order to determine both their expectations and perceptions of service.

The contours of the study, however, determined by the present challenges in cultural tourism, and in literary tourism in particular, imply the consideration of a fundamental gap between the discourses shaping the expectations of visitors, namely those of literary texts, and the discursive reality of the material and immaterial heritage of destinations – aspect controlled, to a certain extent, by the providers of cultural services, but ultimately not determined by them. Consequently, the study will also imply: e) the analysis of Saramago's *Baltasar and Blimunda* from the standpoint of literary tourism; and f) the historical study of the discursive reality of the heritage available to tourists in Mafra and, more specifically, its National Palace.

The initial stage of the research, conceptualized as descriptive, has been conceived as fundamentally exploratory, especially given the multidisciplinary nature of the investigation and so as not to fall into the trap of “the researcher who freezes the researched world into an object of his or her particular view or understanding” (Tribe & Snaith, 1998, p. 26). As part of this initial stage, the methodology of data collection and processing included an extensive literature review (described in the following section), participant observation, and informal interviews, following a methodological *triangulation*, as defined by Berg (2001, p. 4), in order to obtain a more substantive frame for the reality under scrutiny and develop adequate data collection instruments.

Participant observation, allowing the researcher an insider’s perspective (Jorgensen, 1989; Schensul, Schensul, & LeCompte, 1999), was applied in two different activities, both related to Saramago’s novel: a thematic, guided tour of Mafra’s National Palace entitled *Memorial do convento: Uma integração histórica* (*Baltasar and Blimunda: a historical integration*), provided by an external firm accredited by the Palace; and the stage play *Memorial do Convento*, an adaptation of Saramago’s novel by Filomena Oliveira and Miguel Real coproduced by the Palace and an external cultural producer.

Informal interviews – requiring no structured guide or any predetermined questions (Berg, 2001, p. 70) –, were held as casual conversations with a curator of the Palace on the same day of the participant observation activities. In addition, an independent tour guide was interviewed. Being informal, neither interview was recorded, but the interviewers took notes of the data provided by the informants, building on the results of the fieldwork observations (Cohen & Crabtree, 2006).

3. LITERATURE REVIEW

Given the exploratory nature of this research and its inherently multidisciplinary character, an analysis of theoretical and empirical results obtained at the intersection of the fields of culture, heritage, literature and tourism – as well as in adjacent areas, such as studies on authenticity and service quality – was initially conducted to inform the conceptual framework to be applied in the research. A summary and discussion of the results is presented below.

3.1. CULTURAL AND HERITAGE TOURISM

According to the World Tourism Organization and the European Travel Commission, cultural tourism can be described as: “(1) the movement of persons to cultural attractions in cities in countries other than their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs and (2) all movements of persons to specific cultural attractions, such as heritage sites, artistic and cultural manifestations, arts and drama to cities outside their normal country of residence” (UNWTO & European Travel Commission, 2005, p. VI). However, and as the very duality of the description indicates, there is no general agreement as to an exact definition of the phenomenon, although several authors “suggest learning about others and their way of life as a major element. Learning about self is a second common thread that runs through many explanations on cultural tourism” (Dewar, 2005, pp. 125-126).

Recent studies and reports confirm that cultural tourism has grown in the past decades (Richards, 2011; Smith & Richards, 2013; UNWTO, 2015), as the interest in the rediscovery of the past has increased (Bonn, Joseph-Mathews, Dai, Hayes, & Cave, 2007). However, and although the relationship between tourism and heritage is assumed as inevitable, it clearly combines both opportunities and threats (Benton, 2010; Boniface & Fowler, 1993; Kirshenblatt-Gimblett, 1998; Nuryanti, 1996; Timothy & Boyd, 2003; Waterton & In Watson, 2015; West, 2010). In fact, the motivation to capture a wider audience must be balanced with the risks from mass tourism (Messenger & Smith, 2010) and its impact on site conservation (Nuryanti, 1996) and the preservation of cultural diversity (Harrison, 2010).

For tourism, implicitly or explicitly, shapes heritage discourses: “Tourism’s fundamental nature is dynamic, and its interaction with heritage often results in a reinterpretation of heritage” (Nuryanti, 1996, p. 250). In fact, fundamental for tourism is the idea of the development, presentation and interpretation of cultural resources (Kneafsey, 1994; Timothy & Boyd, 2003). As they are performed, however, heritage sites are also deformed: it is not possible to present sites in raw, so they must be prepared for audiences through musealization processes. Kirshenblatt-Gimblett (1998) examines how museums and tourism practices articulate themselves in relation to heritage constructs and the recognition of heritage sites as travel destinations: “Indeed, museums – and the larger heritage industry of which they are part – play a vital role in creating the sense of “hereness” necessary to convert a location into a destination” (p. 7). In museums, objects are detached from their original contexts and representation is based on the association of fragments from an evoked reality. But heritage sites are also spaces of abstraction, created to provide performed versions of the past. Museographic display, textual information and communication strategies are used as compensating factors for the gap between “reality”, or the original context, and the synthesis of its representation (Karp & Lavine, 1991; Hede & Thyne, 2010; Olick, Vinitzky-Seroussi, & Levy, 2011). Discursive practices, in fact, can be seen as playing a major, mediating role in cultural tourism and the promotion of cultural destinations.

3.2. LITERARY TOURISM

As a subset of cultural and heritage tourism (Hoppen, Brown & Fyall, 2014), literary tourism has also witnessed a growth in popularity in recent decades. According to Hendrix (2014), the development of the conditions to promote literary tourism in several countries that started occurring at the end of the 1980s is also at the root of the interest in the intersections between tourism and literature that rose at the academic milieu, more specifically in the humanities and in the field of literary studies, and of the great number of publications on the subject that started to come out after the pioneer work of Ousby (1985) and, particularly, after the volume *Literature and Tourism*, edited by Robinson and Andersen (2002), which represented a shift from the exclusively economic interest in these matters to a more academic one.

Although the academic discussion emanating from fields related to social or cultural performances seems, at first glance, more prepared to establish the desired connection between literature, the tourism industry and other pragmatic, adjacent issues (Kennedy, 1998; Lavrador, 2014), there seems to be a general and growing interest in literature's capacity of recuperating and reconstructing memories associated with the spaces it represents, a fact that has contributed to the recognition of the literary text as a privileged way of constituting and valorising tourism spaces (Butler, 2005; Cunha, 2006; Santos, 2012; Baleiro & Quinteiro, 2014; Feijó, 2014). According to Cohen-Hattab and Kerber (2004), creative literary representations can also counter or diversify the simplified views of places and identities, giving the tourist a more complex way of interpreting the character and the cultural identities of destinations.

Any attempt to understand recent activity in this emerging field also has to take into account the contributions stemming from the study of *storytelling*, namely of research considering the manifestations of this practice – in all its semiotic diversity – as a way of understanding consumer psychology and as a potential promotional tool in the field of tourism (Woodside & Megehee, 2009; Muniz, Woodside & Sood, 2015). The perspective of the tourist both as an interpreter and as an author of non-exclusively verbal discourses (Larsen, 2005; Garrod, 2008) is present in several scientific articles that consider those discourses as potentially powerful ways of conveying social, replicable models. In fact, several authors have been working on the definition of concepts and tools that may contribute to a clearer understanding of the ways tourists communicate and share their experiences. In this particular field, we should mention the work of Woodside, who has co-authored a large number of articles on tourists telling stories about trips and destination experiences as epiphany narratives (Woodside & Megehee, 2009), as consumer reports related to brands (Woodside, 2010; Muniz, Woodside & Sood, 2015) and as discourses conveying unconscious meanings and motivations (Woodside & Martin, 2015).

As the interest in literature and storytelling for the tourism promotion of cultural destinations increases, however, the question of authenticity again takes centre stage.

3.3. AUTHENTICITY

According to Kirshenblatt-Gimblett (1998), in order to provide for their own sustainability, heritage sites have become more service oriented and responsive to the expectations of tourists. To some extent, tourism generates a risk of inauthenticity, requiring a curatorship capable of balancing what is considered an accurate presentation of heritage with the goals of tourism development.

MacCannell (1999), noting the effects of tourism in heritage authenticity, describes tourist attractions as “elements dislodged from their original natural, historical and cultural contexts” (p. 13). Heritage presentation for tourist consumption can be detached and fragmented, a “staged authenticity”, as labelled by the author (1999). Timothy and Boyd (2003) refer to it as “commodified heritage” (p. 240), or modernisation of antiquity, a phenomenon that, according to them, can destroy authenticity.

Authenticity, nevertheless, can turn out to be a relative term, a subjective perception “created by personal experience, cultural influences and national history” (Timothy & Boyd, 2003, p. 247). In fact, even if accepted as central to cultural heritage, authenticity is apparently not required by all tourists, some of them preferring heritage settings (Boniface & Fowler, 1993; Bruner, 1989, Timothy & Boyd, 2003, p. 247). Ning Wang (1999) confirms the ambiguity of the term and proposes a distinction between objective, social and symbolic authenticity, pointing out that certain tourists prefer one kind over another.

Somehow, all these authors seem to confirm the statement that all tourists call for authenticity, but point to different conceptualisations of what is authentic, or real, or genuine, considerations that have to be taken into account in the development of adequate mediation proposals.

3.4. SERVICE QUALITY

Given the challenges posed by the growth of cultural tourism in the past decades and the possibilities of city and territorial promotion based on literature and storytelling, a conceptual model is needed to better understand the inconsistencies and interactions at play in the promotion and experience of cultural destinations.

As previously stated, central to the present study is the use of Gap Model of Service Quality as a frame of reference for analysing existing discrepancies in the promotion and experience of cultural destinations and as a starting point for the development of a new model capable of dealing more clearly with the different types of inconsistencies present in cultural and heritage tourism. Proposed by Parasuraman, Zeithaml, and Berry in the mid-1980's and refined in subsequent studies (1985, 1988, 1991, 1994), the Gap Model and the subsequent SERVQUAL instrument maintain their initial validity, despite the critiques they were subjected to, namely by Cronin and Taylor (1992, 1994), who proposed abandoning the expectations side of the equation while emphasizing the performance and perception dimensions in their SERVPERF instrument.

For the present research, however, and given the fractures between the cultural reality of tourism destinations and the cognitive and emotional experience of contemporary visitors, an analysis of pre-existing discourses shaping the expectations of tourists is considered fundamental for a clear assessment of existing discrepancies.

In the area of tourism, Tribe and Snaith (1998), building on the SERVQUAL model, developed the HOLSAT instrument to measure holiday satisfaction, also considering the concentration on performance implied in SERVPERF inadequate for their purposes (p. 27). Their remarks on the limitations, in SERVQUAL, of the usage of "expectation" as ideal provision, against which actual provision would be measured (pp. 26-27), also constitute important insights for the goals of the present research.

4. EMPIRICAL COMPONENT

4.1. THE NOVEL

A preliminary rereading of José Saramago's novel was required prior to the participant observation activities in Mafra. *Baltasar and Blimunda*, Saramago's most famous and internationally acclaimed novel, turned into opera by Azio Corghi, is also required reading in Portuguese secondary schools, making it one of the most well-known literary texts in the country. It tells the love story of Baltasar, a soldier who is abandoned by his army after losing his left hand in the War of the Spanish Succession, and Blimunda, a young woman with the supernatural capacity of seeing inside people. With the 18th century construction of Mafra's Palace by King John V as background, the novel, which is also an ironic comment on the uses of power, tells their love story and human struggle in a society dominated by court intrigues and the Inquisition.

4.2. EXTERNAL COMMUNICATION

Information gathering prior to the visit was limited to the analysis of the National Palace's institutional website, where Saramago's novel is only mentioned in the name and description of the thematic, guided tour chosen by the participants, "*Memorial do convento: Uma integração histórica*" ("*Baltasar and Blimunda: A historical integration*").

4.3. INTERVIEW WITH CURATOR

The informal interview with a curator of the Palace allowed the ascertainment of relevant aspects of service structure. The main services offered are visits to the musealised space, with textual information present in the rooms of the Palace – limited, however, to the designation of their previous function and a description of exhibited items, without any interpretation of their significance, connection with the history of the space, or references to Saramago's novel, as confirmed during the visit.

Thematic, guided tours are offered by the Palace's Educational Services, including the tour dedicated to the "historical integration" of the novel *Baltasar and Blimunda*. Although responsible for both the institutional discourse and the training of the tour guides, the Palace delegates the visits to an external agency, "Tempocardinal", whose employees provide the only perceptible articulation between the architectonic, museological space and Saramago's novel.

Despite the inconspicuous reference to the work in both the Palaces's website and the musealised space itself (the only noticeable element being a billboard announcing the stage play on a side wall of the building), the curator indicated that it was possible to speak of a pre-Saramago and a post-Saramago Mafra, due to the influence of his novel in what she considered the remarkable growth of the number of visitors to the city and the new renown that the area had acquired.

4.4. GUIDED TOUR

The guide started the tour announcing that the visitors would “hear the story of the King and witness how Saramago and history intersect”. During the visit, four different, but sometimes intertwined, discursive strategies could be discerned: a) A deliberate balance between the author’s perspective and the official discourse of history; b) The intersection of historical data with corresponding references in the novel; c) The narration of brief episodes from Saramago’s work, the discourse of history and folk tradition; d) The discursive accommodation of the perspective of the visitors.

In relation to a), a clear intention of explaining Saramago’s perspective and his narrative strategy was discernible, notably when mentioning that the author favoured the side of common man and women such as Baltasar and Blimunda, forgotten in the official discourse of history. His perspective led him to use history “as he pleased”, mixing fact and fiction to suit his legitimate purposes as a writer, although distorting, and sometimes omitting, relevant, known information, provided during the tour. Working conditions during the construction of the Palace, for example, are described by Saramago as horrific. And yet, an infirmary and doctors were available to treat injured workers. The balance was also sometimes achieved with comments about Saramago’s personality: although a “generous” person, his words could be “harsh”, as when describing the ugliness of Maria Bárbara, daughter of John V, who ordered the construction of the building.

As for b), the guide indicated the existing architectonic spaces described by Saramago, their uses and subsequent transformations, simultaneously signalling imprecisions and deliberate manipulations. Built in the style of Italian – not Portuguese – Baroque, the Basilica is described by Saramago as a mere “copy”. The famous slab that forms the base of the balcony, the transportation of which is so ruthlessly described by Saramago – who at one point compares the workers to oxen – is actually not the largest used in the building. The novel’s description of the Royal Palace, in Lisbon, where the caricaturized romantic interludes between the King and Queen take place, on the other hand, is based on Mafra’s National Palace – where John V, incidentally, never lived.

In respect to c), brief, sometimes anecdotal, narratives based on Saramago’s novel, folk tradition and official history – such as episodes from the King’s life – punctuated the guide’s discourse and were always pleasantly received by the visitors. Mentioning Blimunda’s supernatural capacity to actually see inside people, the guide, again trying to elucidate the possible truth behind the fiction, mentioned, for example, the local legend of a woman, on whom Saramago may have based his female protagonist, who could say when someone was dying simply by looking at them.

As for d), a tendency to accommodate the views of the visitors was also noticeable. Saramago’s ideological position was mentioned after the reference to Blimunda’s ability to capture people’s “wills” so the priest’s flying machine could lift off the ground. At a given moment, it was clear that at least some of the visitors did not share the author’s political convictions. The guide then explained that both Saramago’s vision and that of the official history of the time were legitimate and that it was up to each person to decide for himself.

4.5. PLAY

Although the quality of the stage play *Memorial do Convento*, an adaptation of Saramago’s novel by Filomena Oliveira and Miguel Real, coproduced by the Palace and an external cultural producer, “Éter – Produções Culturais”, was acknowledged by all participants, there is no direct articulation with the space of the Palace, its value, from a tourism standpoint, stemming from the general atmosphere created by the selected episodes from Saramago’s novel.

4.6. INTERVIEW WITH INDEPENDENT TOUR GUIDE

An exploratory interview with an independent tour guide, who has organized literary visits in Portugal and abroad in the last ten years, namely based on Saramago’s novels, was later conducted to ascertain relevant aspects for the research and so that the results could be compared with those of the participant observation activities in Mafra.

The guide stated that nowadays readers want to know the places where the action of literary works occurs. In his perspective, literature and history are pretexts to visit physical locations, which, in turn, may themselves become pretexts for the reading, or rereading, of literary works. That is why he considers literary visits a good way to promote literature, his main goal, while also acknowledging their importance for the promotion of destinations, indicating Mafra as an excellent example of how a place or a monument may be promoted as a result of a literary work – in this case, Saramago’s novel.

The main guideline of his visits is the relation between fiction and history, which, as a graduate in History of Art, he seeks to elucidate, criticizing some tour guides for being too accommodating of the views of the participants. Although many visitors tend to believe in what they read in novels or see in films, they accept when there is a clash between fiction and reality, considering that it is the responsibility of the historian to tell the “truth” and that they expect writers to “fly”.

Although always emphasizing the importance of the “present historical truth”, the guide also indicated that participants appreciated the “stories within it”, and that a tour guide had to be able to reconcile the historical reality of the spaces visited with the appeal of literature, considering admissible even elements of staged authenticity in order to do so.

5. DISCUSSION

Although limited, the results of this initial, exploratory stage of the investigation provided some important insights into existing inconsistencies related to the provision of cultural services associated with José Saramago’s novel in Mafra’s National Palace, insights that will prove significant for subsequent stages of the research.

Considering the Gap Model of Service Quality, the analysis of external communication to consumers, although limited to the Palace’s institutional website, yielded results that can, at best, be described as discreet, especially given the importance of the novel for the rise of tourism in the area, a fact confirmed by both the curator and the independent tour guide. In reality, no attempt is made to use the website’s potential to minimize inconsistencies between expected service and perceived service.

Although the brief, informal interview with the Palace’s representative did not allow the ascertainment of clear perceptions of consumer expectations or of service quality specifications (tasks to be performed in subsequent stages of the research), it offered a clearer understanding of service structure. As the main services offered are visits to the musealised space, the tangible aspects of service delivery can be said to correspond to its museographic component, i.e., the formal aspects of the exhibition. In this respect, there is a clear lack of articulation between the literary text and the visited space, as no reference is made to Saramago’s novel in the sparing textual information present in the rooms of the Palace, the only physical element of contextual interpretation available.

For the integration of the novel in the visited space, the Palace relies solely on the guided tour and the stage play, both of which it commissions to external providers, although maintaining its authority of accreditation and supervision. The tour, in fact, provides the only clear articulation between the architectonic, museological space and Saramago’s text. The main discursive strategy is, naturally, the intersection of historical information with corresponding references in Saramago’s novel – namely the indication of architectonic spaces described by the author –, providing an additional layer of meaning to the visited space and helping create the sense of “hereness” that Kirshenblatt-Gimblett (1998) considers essential in the experience of cultural destinations. On the other hand, the narration of brief episodes from Saramago’s novel, as well as from other sources, while not always contributing to the creation of a cognitive relation with the exhibited heritage, undoubtedly induced a more emotional response in the visitors, signalling the relevance of storytelling as a mediation strategy. This was later corroborated by the independent tour guide, who also confirmed the importance of what can probably be considered the most relevant aspect of the visit: the emphasis placed on the creation of a balance between the perspective of the fictional text and the discourse of history. Noticeable from the start, the strategy was maintained throughout the entire tour, signalling the importance of this fundamental inconsistency for service structuring.

In fact, the preliminary results seem to confirm the hypothesis that a “gap 0” should be considered when analysing the different types of incongruences present in culture and heritage tourism. Given its emphasis on “Service quality as perceived by the consumer” (Parasumaran et al., 1985, p. 46), the original model can be said to neglect inconsistencies related to external specifications – i.e., aspects controlled, to a certain extent, by the providers of cultural services, but ultimately not determined by them, in this case, the historic and cultural reality of Mafra’s National Palace – and their relation to customers’ expectations, shaped by existing discourses – in the present case, José Saramago’s novel, *Baltasar and Blimunda*. Given the risks of inauthenticity generated by tourism and its possible impact on site conservation and the preservation of cultural diversity (Nuryanti, 1996; Messenger & Smith, 2010; Harrison, 2010), external specifications related to the material and immaterial heritage of destinations simply cannot be disregarded, even if so desired by tourists. In the case of Mafra, the discursive reality of the Palace was respected as a result of the deliberate effort of mediation present in the discourse of the guide, highlighting inconsistencies and, more importantly, providing essential information about the visited space and its historical context – a strategy that, instead of being at odds, proved to be convergent with the use of Saramago’s text as a vehicle of added significance.

6. CONCLUSIONS

The initial stage of the investigation allowed the validation of the Gap Model of Service Quality as an adequate basis for a research framework capable of organizing and enlightening existing incongruences in the promotion and experience of cultural destinations, and as a starting point for the development of a new model capable of dealing more clearly with the different types of inconsistencies present in the cultural sphere. Additional research, however, namely concerning the consumer side of the equation, is necessary before a consistent model can be presented. An assessment of the five evaluative dimensions of the

SERVQUAL instrument and of its possible adaptation to cultural tourism, especially considering the inclusion of a “gap 0” in the model, remains to be done, with possible consequences both for a reconsideration of the concept of authenticity in cultural tourism and for a clearer definition of service quality in the sector.

So as not to focus too narrowly on the specific case of Mafra and in order to consider the influence of different players in the promotion of cultural destinations, the research project also contemplates the study of the impact of José Saramago’s novel in Lisbon, where the tourism experience of the text is more dispersed, lacking a distinct focal point such as Mafra’s National Palace.

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Developing marketing capabilities through export commitment and innovativeness

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Abstract

The export marketing literature has demonstrated that marketing capabilities are key drivers of export market effectiveness. However, researchers highlight the need for better understands the antecedents that influence the development of marketing capabilities in export markets. Drawing on the resource-based view, this study investigates the way that export commitment and innovativeness contribute to marketing capabilities development, and the effect of all these factors on export market effectiveness. We use a survey data of 471 exporting manufacturing firms based in Portugal to test the relationships between the constructs analyzed in this study. The findings demonstrate that a high export commitment tends to cultivate a higher degree of innovativeness, which in turn allows firms to develop superior marketing capabilities. Both export commitment and some marketing capabilities, specifically new product development and marketing communication, have a direct impact on export market effectiveness. The results provide guidelines for managers and generate directions for future research.

Keywords

Export commitment; Innovativeness; Marketing capabilities; Export market effectiveness.

1. INTRODUCTION

Understanding the drivers of export market effectiveness is fundamental to explain firms' international competitiveness (Morgan et al., 2012). According to the resource-based view (RBV), firms' internal resources and capabilities are critical to achieve a sustainable competitive advantage and thus a greater market performance (Barney, 1991; Newbert, 2007; Wernerfelt, 1984). This is a central issue for many theorists and managers that need to know what kind of resources and distinctive capabilities improve the firms' performance in export markets (Kaleka, 2012).

Distinctive marketing capabilities have proven to be key drivers for financial and market export performance (e.g., Morgan et al., 2012, Rust et al., 2004). They are a strategic response to competitive environment (O'Cass and Weerawardena, 2010), enabling firms to anticipate and respond to market needs, and thus outperform the competition (Day, 1992, Day, 1994). The link between marketing capabilities and export market performance is important, however, it is also important to explain the mechanisms leading to marketing capabilities creation and development (Merrilees et al., 2011). Theory regarding how specific marketing capabilities may be improved in export markets is relatively scarce (Eng and Spickett-Jones, 2009, Krasnikov and Jayachandran, 2008). In addition, the literature highlights the need to analyze different marketing capabilities, that can lead to different export market performance inferences (Eng and Spickett-Jones, 2009).

Marketing capabilities development requires an effective commitment of the firms' resources (Morgan et al., 2004), and innovativeness capability to develop, communicate, market, and deliver products and services with superior customer value in export markets (Day, 1994, Nasution et al., 2011, O'Cass and Weerawardena, 2010). By delivering superior value to customers compared to their competitors, firms are more able to increase revenues and market shares (Dutta et al., 1999). Therefore, resources committed to exporting (or export commitment), innovativeness and marketing capabilities are closely tie.

These insights guide the theoretical foundation for the current study, which links export commitment, innovativeness and marketing capabilities to performance in export markets, based on the RBV.

2. METHODOLOGY

Data for this study was collected in 2012, using a sample of Portuguese exporting manufacturers. An online questionnaire was the basis of the data used to test the model. The final sample size was 2740 firms. We obtained 471 valid questionnaires, which corresponds to a response rate of 17%. This is a very satisfactory response rate, given that the average top management survey response rates is in the range of 15% to 20% (Menon et al., 1996). Our model includes 35 observable indicators, which determines a 13:1 ratio of sample size to number of free parameters (see Bentler, 1989 in Westland, 2010). All constructs were conceptualized as first-order factors and measured by scales with multiple items. The research instrument was created based on an extensive literature review on the major subjects pertaining to this study.

The items used to operationalize each construct were adapted based on existing literature. All constructs were conceptualized as first-order factors and measured by scales with multiple items (see Appendix).

3. LITERATURE REVIEW

In the exporting field, the RBV is one of the most widely accepted theories to explain why firms perform differently (e.g., Kaleka, 2012; Lages et al., 2009). According to the RBV (e.g., Barney, 1991; Newbert, 2007; Wernerfelt, 1984), firms with valuable, rare, inimitable and non-substitutable resources and capabilities can generate sustainable competitive advantage by implementing strategies that improve their efficiency and effectiveness (Barney, 1991). Resources are stocks of tangible and intangible assets available to the export activity (Amit & Schoemaker, 1993). Capabilities are organizational processes by which firms combine and transform resources to create value outcomes for the export market (Amit & Schoemaker, 1993; Day, 1994). Both resources and capabilities represent the firm's ability to respond rapidly to environmental changes and achieve new and innovative ways of competitive advantage and thus superior performance (Teece, 2007).

Export commitment, innovativeness and marketing capabilities are complex bundles of resources, skills and collective learning, based on knowledge that is tacit and difficult to copy for competitors (Krasnikov and Jayachandran, 2008). These resources and competences cannot be simply traded or imitated because they are deeply embedded in organizational routines and processes (Day, 1994, Prahalad and Hamel, 1990). Consequently, export commitment, innovativeness and marketing capabilities are idiosyncratic firms attributes, relevant to achieve a superior performance in export markets (cf., Barney, 1991).

The RBV recognizes the important role of distinctive marketing capabilities in leveraging resources that create customer value and contribute to the firms' profitability (Srivastava et al., 2001). Distinctive marketing capabilities must be managed emphasizing the resources committed to export activities and the assignment of dedicate and innovative employees who continuously strive to achieve improvement (Day, 1994). Resources commitment to exporting generate a culture of innovativeness within the firm (Jong and Hartog, 2007), which in turn leads to the development of internal capabilities (McGrath and Ming-Hone, 1996), such as marketing capabilities.

The conceptual model (see Fig. 1) includes ten constructs, related as follows.

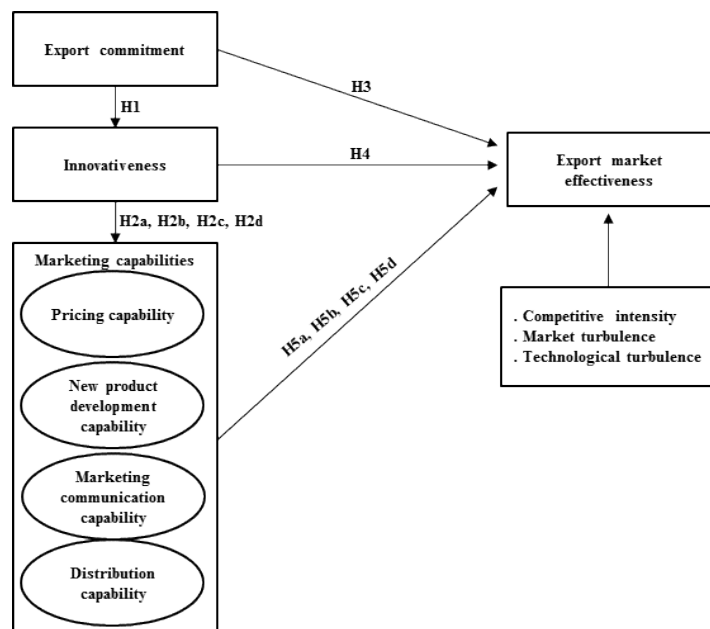


Figure 1 – Hypothesized relationships.

Export commitment is the degree to which a firm allocates managerial and organizational resources to the export venture (Lages et al., 2008; Lages & Montgomery, 2004). This commitment is predominantly strong when it involves management and there are available more resources for export operations (Welch & Luostarinen, 1988). Firm's export commitment shapes attitudes and behaviors toward exporting (Navarro, Acedo, et al., 2010). Innovativeness includes innovation as an aspect of organizational culture (e.g., Hult et al., 2007; Hurley & Hult, 1998; Rhee et al., 2010; Rubera & Kirca, 2012), the capacity to innovate internal processes (e.g., Neely et al., 2001), and the ability to respond properly to environmental changes (e.g., Akman & Yilmaz, 2008). Innovativeness is as well viewed as an important component of entrepreneurial behavior and that can lead firms into new and different markets (e.g., Miller & Friesen, 1982).

Export commitment is an ambition to meet the expectations of foreign customers (Beamish et al., 1993). The consequently ongoing effort to improve products and services provided in export market, creates a new mindset or attitudes that stimulate the implementation of new and useful ideas as a part of an innovativeness culture (Hurley & Hult, 1998). The level of firm's resources and the way that managers successfully integrate and manage them strongly influence innovativeness (Neely, et al., 2001). Through increasing levels of managerial, financial and human resources committed to exporting, and the assignment of dedicated people, a firm demonstrates a greater receptivity to new ideas and concepts, which makes it more willing to engage in innovativeness (Jong & Hartog, 2007). According to this, we propose the following hypothesis:

Hypothesis 1. The firm's export commitment positively influences innovativeness.

Marketing capabilities are defined as the firm's ability to understand and forecast customer's needs and to effectively link its offerings to these needs (Katsikeas, 1994; Sousa & Lages, 2011). This implies the creation of long-term customer relationships and organizational processes, whereby a firm deciphers the trajectory of customer's specific needs to create superior customer value (Krasnikov & Jayachandran, 2008; Nath et al., 2010).

Firms combine available resources, skills and knowledge to support innovative marketing activities that generate valuable and excellent products and services for their customers (Day, 1994; Ming-Tien & Chia-Mei, 2004; Vorhies & Morgan, 2005). From this point of view, innovativeness is the central mechanism by which firms develop superior capabilities (McGrath & Ming-Hone, 1996), such marketing capabilities. A firm with a higher degree of innovativeness demonstrates a greater ability to generate creative marketing skills and suitable products and services to reach the target market effectively (Nath, et al., 2010; O'Cass & Weerawardena, 2010). So, innovativeness contributes for the development of distinctive marketing capabilities, enabling a firm to improve price, product, communication and distribution capabilities, and adapt them to the particularities of each export market (Navarro, Losada, et al., 2010). In line with the above, we propose the following hypotheses:

Hypotheses 2. The firm's innovativeness positively influences:

H2a. pricing capability; H2b. new product development capability; H2c. marketing communication capability; H2d. distribution capability.

Export market effectiveness is a measure of performance in export markets, and reflects the efforts of the export venture to improve customers' acquisition rate, sales revenue growth, and market share (e.g., Kaleka, 2012; Morgan et al., 2006).

Commitment is related to the allocation of greater resources to the venture, enabling a firm to achieve its exporting goals (Lages & Montgomery, 2004; O'Cass & Julian, 2003). The more committed the firm, the greater is its engagement in planning and the allocation of managerial, financial and human resources to the export venture, which in turn results in a better performance (e.g., Cavusgil & Zou, 1994; Lages, et al., 2008). Prior studies have demonstrated that export commitment directly influences export venture performance (e.g., Lado et al., 2004; Navarro, et al., 2010). Thus, we propose the following hypothesis:

Hypothesis 3. The firm's export commitment positively influences export market effectiveness.

Innovativeness is a key element for innovation achievement (e.g., Akman & Yilmaz, 2008; Martínez-Román et al., 2011) and industrial firms' success (e.g., Hult et al., 2004). Innovativeness implies a company to be proactive in order to explore new opportunities rather than simply exploiting current strengths (Elmqvist & Le Masson, 2009; Menguc & Auh, 2006). Thereby, innovativeness is critical to achieve superior market effectiveness (e.g., Calantone et al., 2002; Hult, et al., 2004; Rhee, et al., 2010). According to this, we propose the following hypothesis:

Hypothesis 4. The firm's innovativeness positively influences export market effectiveness.

Exporting firms must develop and market the appropriate products and services that are valued by customers in export markets (Diamantopoulos et al., 2000). Through their marketing capabilities, firms create and maintain strong bonds with customers and channel members (Nath, et al., 2010; Song et al., 2007), increasing knowledge about foreign customers' needs, competitive behaviors and market trends (Day, 1994). This enable them to satisfy customers additionally, even more than their competitors (Weerawardena & O'Cass, 2004), and thus to obtain a greater performance in the export market (e.g., Murray et al., 2011; Vorhies & Morgan, 2005). In line with the above, we propose the following hypotheses:

Hypotheses 5. The export market effectiveness is positively influenced by:

H5a. pricing capability; H5b. new product development capability; H5c. marketing communication capability; H5d. distribution capability.

4. EMPIRICAL COMPONENT

In this model, each item was restricted to load on its priori specified factor, with the factors themselves allowed to correlate with one another. The overall chi-square for the model is significant ($\chi^2=1011.30$, $df=515$, $p<0.00$). Four measures of fit were examined: the comparative fit index (CFI=0.97), the incremental fit index (IFI=0.97), the Tucker-Lewis fit index (TLI=0.97), and the root mean square error of approximation (RMSEA=0.045). The results suggest that the scale measures are internally consistent, able to provide a good fit of the factor model to the data.

The conceptual framework depicted in Fig. 1 was tested using structural equation modeling. The results suggest a good fit of the model to the data ($\chi^2=1284.61$, $df=540$, $p<0.00$, $\chi^2/df=2.38$, CFI=0.96, IFI=0.96, TLI=0.96, RMSEA=0.054).

Consistent with H1, export commitment positively influences innovativeness ($\beta=0.31$, $t\text{-value}=5.85$). In line with H2a, H2b, H2c and H2d, innovativeness has a significant positive impact on pricing capability ($\beta=0.28$, $t\text{-value}=4.92$), new product development capability ($\beta=0.68$, $t\text{-value}=10.18$), marketing communication capability ($\beta=0.49$, $t\text{-value}=9.33$), and distribution capability ($\beta=0.42$, $t\text{-value}=7.66$). In support of H3, export commitment has a significant positive impact on export market effectiveness ($\beta=0.14$, $t\text{-value}=2.74$). Contrary to expectations, no significant relation is found between innovativeness and export market effectiveness ($\beta=-0.13$, n.s.), so H4 is rejected. Likewise, no significant association is found between pricing capability and export market effectiveness ($\beta=0.05$, n.s.), thus H5a is rejected. Consistent with H5b and H5c, new product development capability and marketing communication capability have a significant positive impact on export market effectiveness ($\beta=0.37$, $t\text{-value}=4.80$ and $\beta=0.11$, $t\text{-value}=2.15$, respectively). Finally, no significant relation is found between distribution capability and export market effectiveness ($\beta=0.06$, n.s.), so H5d is rejected.

5. DISCUSSION

This study offers two important contributions to the international marketing literature. First, it gives an extended and integrated vision of the role of export commitment and innovativeness in marketing capabilities development. Second, it increases the comprehension of the RBV in export markets, by empirically examining the impact of export commitment, innovativeness and marketing capabilities on export market effectiveness.

As predicted, export commitment directly leads to a higher degree of innovativeness and indirectly to the development of superior marketing capabilities. The allocation of important resources to export venture encourages the development of innovative behaviors within firms, like frequently try out new ideas, seek new ways to do things, and being creative in operation methods. This, in turn, allows companies to develop innovative price, product, communication and distribution capabilities in order to better forecast customers' needs and competitors' actions (cf., McGrath & Ming-Hone, 1996). This way, we add understanding to marketing capabilities development, by demonstrating that such development indirectly depends on firms' resources committed to export activity and directly on their level of innovativeness. In consequence, we argue that managers need to invest ample time and effort, and also allocate the appropriate financial and human resources to export activity, to achieve a greater innovativeness, and thus to develop superior marketing capabilities (cf., Lado, et al., 2004).

We adopted the RBV to examine export commitment as a resource. We focused on export commitment as the level of resources committed to exporting, and we tested its impact on export market effectiveness. The results support the argument that export commitment enables firms to obtain superior export market effectiveness, whether directly or indirectly through innovativeness and marketing capabilities. Through the application of the RBV, we provide theoretical contributions for the importance of export commitment as a critical resource for firms to achieve superior performance in export markets. Furthermore, we demonstrate the importance of innovativeness in transforming these resources committed to exporting into valuable outcomes for the export markets.

The analysis of the influence of marketing capabilities on export market effectiveness demonstrates that new product development capability and marketing communication capability have a significant and positive impact on export market effectiveness. The findings show that firms with new product development

capability can successfully develop and launch new products for export markets, which allows them to meet the customers' needs in a more effective way (e.g., Eng & Spickett-Jones, 2009; Vorhies & Morgan, 2005). On the other hand, and in line with Murray et al. (2011), we confirm that firms skillfully using marketing communication capability are more able to persuade customers to have a good perception of their products, which contributes to superior export market performance.

Surprisingly, pricing and distribution capabilities have no effects on export market effectiveness. This can happen due to the not always significant influence of many marketing capabilities on export market effectiveness, as evidenced by the literature (e.g., Eng & Spickett-Jones, 2009; Zou et al., 2003). Also surprisingly, we did not confirm the existence of a significant relation between innovativeness and export market effectiveness. This is probably because firms' innovativeness must be associated with the development of new products for export markets, as well as the ability to communicate and manage marketing programs to these markets. Innovativeness by itself does not translate in market share and sales revenue growth, in the acquisition of new customers, or in increased sales to existing customers. Instead, the effectiveness of innovativeness depends on how it operates in new product development and marketing communication capabilities. The possession of a high innovativeness without new product development and marketing communication capabilities is likely to be considerably less effective in allowing firms to achieve their performance goals. In order to enhance export market effectiveness, managers should cultivate a culture of innovativeness that harnesses the benefits of new product development and marketing communication capabilities.

6. CONCLUSIONS

Overall, our results support the RBV (e.g., Barney, 1991; Newbert, 2007) linking resources and capabilities, specifically export commitment, new product development and marketing communication capabilities, directly to export market effectiveness. The findings demonstrate that the magnitude of the effect of new product development capability on export market effectiveness is three times higher comparatively to the size of the impact of marketing communication capability on export market effectiveness. This suggests that managers need especially to improve new product development capability in order to enhance performance in export markets. However, when managers develop new products to enhance export market performance effectively, they should also develop export commitment and innovativeness to excel in the international market competition.

In sum, firms may improve export market effectiveness by increasing the level of managerial, financial and human resources committed to export activity, which in turn influence the degree of innovativeness used to develop superior new product development and marketing communication capabilities. Therefore, managers must continuously commit resources that can be translated into innovative ways to create superior customer value in the export markets.

From a governmental perspective, this study can help government agencies to understand and plan export promotion programs that are more effective if target firms possess a management team that is more committed to exporting and that are more innovative, and that has superior new product development and marketing communication capabilities. The national export support programs should focus particularly on the development of these resources and capabilities.

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APPENDIX

Construct/items	Standardized loadings	t-value
Export commitment ($\alpha=0.890$, $pvc(n)=0.73$, $\rho=0.89$) (adapted from Navarro <i>et al.</i> , 2010b) Scale: 1-very low; 7-very high		
1. The level of time and effort our firm's management commits to export activity is:	0.87	22.81
2. The level of financial resources committed to the export activity is:	0.87	22.65
3. The level of human resources committed to the export activity is:	0.82	20.90
Innovativeness ($\alpha=0.814$, $pvc(n)=0.61$, $\rho=0.82$) (adapted from Calantone, Cavusgil and Zhao, 2002) Scale: 1-strongly disagree; 5-strongly agree		
1. Our company frequently tries out new ideas	0.72	16.66
2. Our company seeks out new ways to do things	0.85	20.93
3. Our company is creative in its methods of operation	0.77	18.12
Pricing capability ($\alpha=0.743$, $pvc(n)=0.51$, $\rho=0.75$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We respond quickly to competitors' pricing tactics	0.83	17.43
2. We use pricing skills to respond quickly to any customer change	0.71	14.89
3. We communicate pricing structures and levels quickly to customers	0.58	12.03
New product development capability ($\alpha=0.838$, $pvc(n)=0.58$, $\rho=0.85$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We develop new products for export to exploit R&D investment	0.67	15.48
2. We speedily develop and launch new products for export	0.81	20.18
3. We manage overall new product development systems for export market well	0.81	20.28
4. We successfully launch new products for exports	0.74	17.88
Marketing communication capability ($\alpha=0.954$, $pvc(n)=0.88$, $\rho=0.95$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We skillfully use marketing communications	0.90	25.06
2. We use marketing communication skills and processes well	0.98	29.42
3. We effectively manage marketing communication programs	0.92	26.17
Distribution capability ($\alpha=0.927$, $pvc(n)=0.73$, $\rho=0.93$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We attract and retain the best distributors	0.74	18.38
2. We satisfy the needs of distributors	0.90	24.83
3. We add value to distributors' businesses	0.91	25.43
4. We are close in working with distributors/retailers	0.83	21.76
5. We provide high level of support to distributors	0.87	23.51
Export market effectiveness ($\alpha=0.894$, $pvc(n)=0.68$, $\rho=0.90$) (adapted from Morgan <i>et al.</i> , 2006) Scale: 1-much worse than competitors; 5-much better than competitors		
1. Export venture's market share growth	0.86	22.59
2. Growth in export venture sales revenue	0.92	25.15
3. Acquiring new export venture customers	0.76	18.81
4. Increasing sales to current export customers	0.76	18.95
Competitive intensity ($\alpha=0.836$, $pvc(n)=0.52$, $\rho=0.84$) (adapted from Kaleka, 2012) Scale: 1-strongly disagree; 5-strongly agree		
1. Competition in our export market is cut-throat	0.70	16.40
2. There are many promotion wars in our export market	0.74	17.50
3. Anything that one competitor can offer, others can match readily	0.64	14.47
4. Price competition is a hallmark in our export market	0.73	17.17
5. One hears of a new competitive move almost every day	0.77	18.56
Market turbulence ($\alpha=0.703$, $pvc(n)=0.55$, $\rho=0.71$) (adapted from Kaleka, 2012) Scale: 1-strongly disagree; 5-strongly agree		
1. Customers' product preferences change quite a bit over time	0.74	14.78
2. Our customers tend to look for a new product all the time	0.74	14.78
Technological turbulence ($\alpha=0.803$, $pvc(n)=0.59$, $\rho=0.81$) (adapted from Kaleka, 2012) Scale: 1-strongly disagree; 5-strongly agree		
1. The technology in our industry is changing rapidly	0.78	18.03
2. Technological changes provide big opportunities in our industry	0.79	18.41
3. A large number of new product ideas have been made possible through technological breakthroughs in our industry	0.72	16.45

α =internal reliability; $pvc(n)$ = variance extracted; ρ =composite reliability.

The impact of marketing capabilities, technological capabilities and organizational innovation on export performance

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Abstract

This research examines how marketing capabilities, technological capabilities, and organizational innovation influence export performance. More specifically, we examine the impact of marketing and technological capabilities on organizational innovation and the influence of organizational innovation on export performance. We investigate the mediating role of organizational innovation in the relationships between these two capabilities (i.e. marketing and technological capabilities) and export performance. Survey data of 471 exporting manufacturing firms based in Portugal was used to test the relationships between the constructs analyzed in this study. The findings demonstrate that marketing and technological capabilities have a significant effect on organizational innovation intensity, which in turn has a positive impact on export performance. Organizational innovation positively mediates the relationships between marketing and technological capabilities and export performance. Furthermore, the results show that marketing capabilities have a stronger impact on organizational innovation and export performance than technological capabilities. Implications for scholars and practitioners are discussed along with suggestions for future research.

Keywords

Marketing capabilities; Technological capabilities; Organizational innovation; Export performance.

1. INTRODUCTION

Innovation is recognized as an important factor to compete in the international arena but difficult to manage effectively (Ren et al., 2015). As the company moves forward in the internationalization process it becomes increasingly important to possess and develop capabilities that allow to produce innovative products in order to meet foreign customers requirements better than competitors (Tan & Sousa, 2015).

The investment in capabilities development depletes firm's resources and may reduce the chances of firm survival in the short term (Sapienza et al., 2006). Therefore, it is important to identify key capabilities and recognize their individual contribution to innovation to help guide the firm's investment needed in the export context (Eng & Spickett-Jones, 2009).

According to the literature, innovation depends simultaneously on both, marketing and technological skills (e.g., Zhou et al., 2005). Marketing capabilities are the firm's ability to understand and forecast customer's needs and to effectively link its products to these needs (Katsikeas, 1994; Sousa & Lages, 2011). Technological capabilities refer to the firm's accumulation of technological knowledge that can be used to create new products or to improve existent ones (Kyläheiko et al., 2011). They also include Research and Development (R&D) activities (e.g., Roper & Love, 2002).

The information exchange between marketing and R&D departments allows a firm to develop differentiated and high quality products, at most competitive prices (Renko et al., 2009; Yam et al., 2011). However, organizations operate with a very limited budget, and so it is essential to decide whether the investment should be made in marketing vs. technological resources during their pursuit of innovation (Ren, et al., 2015). In this context, it is crucial to assess critically how marketing and technological capabilities of exporting firms influence their ability to innovate and their performance in international markets.

Although previous research has contributed to our understanding about the importance of marketing and technological capabilities, and their impact on firm performance (e.g., Song et al., 2005), there still exists a gap in the literature about the firms' ability to leverage marketing and technological capabilities into organizational innovation. Previous studies do not investigate organizational innovation as a mediating variable between capabilities (i.e. marketing and technological capabilities) and export performance.

Highlighting this gap in the literature, this study has several objectives. First, we analyze the effect of marketing and technological capabilities on organizational innovation. In addition, we examine the relative impact of marketing and technological capabilities on organizational innovation. This way, we increase understanding about the critical capability necessary for innovation. Second, we test the influence of organizational innovation on export performance. Additionally, we examine the relative impact of marketing and technological capabilities on export performance. Third, we investigate the mediating role of organizational innovation in the relationships between marketing and technological capabilities and export performance.

2. METHODOLOGY

Data for this study was collected in 2012, using a sample of Portuguese exporting manufacturers. We select a random sample of 3000 firms from the Trade & Investment Agency (AICEP Portugal Global) government database. To ensure data source reliability, the person more engaged in the firm's export operations was considered as key respondent.

An online questionnaire, developed from the open source software "LimeSurvey", was the basis of the data used to test the model. Of the 3000 e-mails sent, 159 bounced back to the recipient's mail server, 3 firms informed they were no longer in business, and 98 firms decline to participate. In consequence, the final sample size was 2740 firms. After the initial invitation, the LimeSurvey software generated automatically three reminders to all non-respondents, spaced one week apart. We obtained 471 valid questionnaires.

3. LITERATURE REVIEW

3.1. THEORETICAL BACKGROUND

According to the resource-based view (e.g., Barney, 1991; Newbert, 2007; Wernerfelt, 1984), firms with valuable, rare, inimitable and non-substitutable resources and capabilities can generate sustainable competitive advantage. Marketing and technological capabilities are complex bundles of resources, skills and collective learning, based on knowledge that is tacit and difficult to copy for competitors (Krasnikov & Jayachandran, 2008). However, despite the RBV consider these two capabilities critical sources of competitive advantage (e.g., Barney, 1991; Wernerfelt, 1984), the mere possession of capabilities may not improve performance. Sometimes, capabilities can turn into core rigidities and may have a negative impact on some aspects of firm performance (Haas & Hansen, 2005). It is through the achievement of organizational innovation that marketing and technological capabilities are able to realize their full potential in respect of performance (e.g., Eng & Okten, 2011). Exporting firms need to develop marketing and technological capabilities, which will contribute to increase their organizational innovation intensity (e.g., Eng & Okten, 2011), which, in turn, is an important antecedent of export performance (e.g., O'Cass & Weerawardena, 2009).

Organizational innovation may generate different types and degrees of innovation (Vicente et al., 2015). The types of innovation can be categorized as technological (in products or processes) and non-technological (in marketing or managerial). The degree of innovation can be classified between incremental (implying the development of simple improvements in existing products) and radical innovations (involving significant changes in the technology of existing products). In this study, we conceptualize innovation in a broad sense including all types and degrees of innovation. We use organizational innovation intensity, which is defined as the ability to apply new ideas in products, processes, marketing systems, management or in work organization, that will create added value either directly for the firm or indirectly for its customers (Weerawardena, 2003a, 2003b).

Our conceptual model is outlined in Fig. 1. We use the RBV to support the theory that marketing capabilities, technological capabilities, and organizational innovation intensity are essential to attain superior export performance. Specifically, we consider that organizational innovation is a vehicle to renew firm's capabilities, such marketing and technological capabilities, and thus to achieve superior performance in export markets.

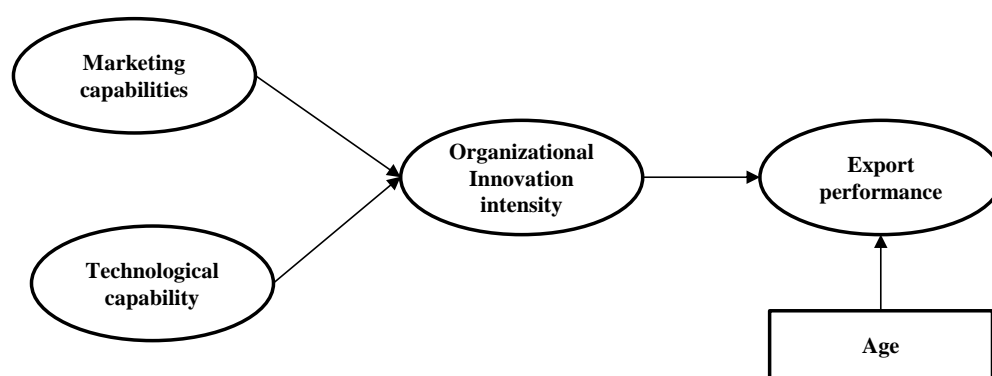


Figure 1 – Hypothesized relationships.

3.2. THE MEDIATING EFFECT OF ORGANIZATIONAL INNOVATION

Successful innovation requires firms to have competences relating to customers and technology (e.g., Danneels, 2002). According to the literature, these competences can be classified as marketing and technological capabilities.

Marketing capabilities are an important element to assess the success of exporting companies when they enter and compete in international markets (Tan & Sousa, 2015). Marketing capabilities allow to create innovative, unique and differentiated new products, and a strong brand image, providing a unique value to consumers, difficult for competitors to imitate (Murray et al., 2011). Therefore, marketing capabilities enable

a firm to satisfy customers additionally, even more than its competitors, and thus to obtain a greater performance in the export market (e.g., Murray, et al., 2011; Vorhies & Morgan, 2005).

In addition, marketing capabilities have been established as important key drivers for organizational innovation (e.g., Weerawardena, 2003b). They involve the integration of all marketing related activities using superior knowledge about foreign customers' needs, competitive behaviors, and market trends (Day, 1994; Nath et al., 2010). In doing this, the firm's ability to capture value is stronger and the company is more likely to invest in value creation that will result into various innovation efforts (Ren, et al., 2015). Firms actively integrate their market knowledge to develop radical changes in products, processes, marketing methods and managerial systems, which contribute to superior organizational innovation intensity (e.g., Mariadoss et al., 2011; Weerawardena, 2003b). According to this, we propose the following hypothesis:

Hypothesis 1. The firm's marketing capabilities positively influence organizational innovation intensity.

Technological capabilities include the technological skills of individuals and work teams, processes and routines, and other technological assets that contribute to the firm's technological potential (Kyläheiko, et al., 2011). Technological capabilities allow exporting firms to minimize R&D costs and decrease production costs more quickly than its competitors due to economies of scale (Kaleka, 2002). Consequently, a firm can charge a lower price for the same products or services, and thus to increase market share and business performance (e.g., Yam et al., 2004).

Furthermore, there is empirical evidence that technological capabilities have a positive relationship to innovation (e.g., Gatignon & Xuereb, 1997). Technological capabilities represent the investment in the creation of technological knowledge, technology development, and know-how engendered by R&D that leads to improvement and successful innovation (e.g., Yam, et al., 2011; Zhou & Wu, 2010). Exporters with more diverse technological knowledge capture more opportunities and tend to develop more radical innovations (Quintana-Garcia and Benavides-Velasco 2008). In line with the above, we propose the following hypothesis:

Hypothesis 2. The firm's technological capabilities positively influence organizational innovation intensity.

According to literature, innovation increases the firm's ability to respond to changes in domestic and international markets (Zahra & Covin, 1994) and contributes to business performance improvement in the global arena (e.g., O'Cass & Weerawardena, 2009). Innovation allows to develop and license technologies, adopt more efficient production techniques, and introduce new products and processes (Kafourous et al., 2008). So, when firms successfully implemented radical changes in their value creating activities, they are more likely to outperform competitors, and thus to increase their market share and economic performance (e.g., O'Cass & Weerawardena, 2009; Zhou, et al., 2005). According to this, we propose the following hypothesis:

Hypothesis 3: The firms organizational innovation intensity positively influence export performance.

All the above discussion about the effects of marketing and technological capabilities on organizational innovation intensity, and the linkage between organizational innovation intensity and export performance, implies that organizational innovation appears to mediate the relationship between capabilities (i.e. marketing and technological capabilities) and export performance. The degree to which marketing and technological capabilities can improve export performance may depend on how well they can lead to organizational innovation. Thus, we propose the following hypotheses:

Hypothesis 4. The firm's organizational innovation intensity mediates the effect of marketing capabilities on export performance.

Hypothesis 5. The firm's organizational innovation intensity mediates the effect of technological capabilities on export performance.

4. EMPIRICAL COMPONENT

The items used to operationalize each construct were adapted based on existing literature. A well-validated measures reported in previous research were used. All constructs in the model were measured with multiple-item scales, with the exception of firm's age (see Appendix A).

To refined the measures and assess the reliability and validity of the constructs, the items were subjected to an exploratory factor analysis (EFA) followed by a confirmatory factor analysis (CFA), using maximum likelihood estimation procedures in LISREL 8.8 (Jöreskog & Sörbom, 1993).

The overall chi-square for this model is significant ($\chi^2(492)=1821.22$, $p<0.00$). Four measures of fit were examined: the Bentler non-normed fit index (NNFI=0.94) the comparative fit index (CFI=0.94), and the root mean square error of approximation (RMSEA=0.076). The results suggest that the scale measures were internally consistent, able to provide a good fit of the factor model to the data.

Item reliabilities were assessed examining the loadings of the individual items in the respective constructs. The majority of the loadings are greater than 0.7 (which is the minimum value for many researchers). Convergent validity was assessed by calculating the average variance extracted (AVE) (Fornell & Larcker, 1981). All values are greater than 0.5, indicating convergent validity. Composite reliability (Bagozzi, 1980) was also calculated for each construct. All constructs meet the suggested minimum acceptable level for composite reliability of 0.7 (Nunnally & Bernstein, 1994). Discriminant validity was assessed by observing the construct intercorrelations. Adequate discriminant validity is evident since the square root of AVE between any two constructs (diagonal) is greater than the correlation between those constructs (off-diagonal).

In this model, marketing capabilities are a second-order construct composed of four first-order indicators: pricing capability, product development capability, communication capability and distribution capability. Measures of goodness of fit support the null hypothesis that the first-order factors converge to a single higher-order construct ($\chi^2(86)=266.77$, $p<0.00$, NNFI=0.97, CFI=0.98, RMSEA=0.067).

The conceptual framework depicted in Fig. 1 was tested using structural equation modeling (SEM). To examine how organizational innovation intensity may act as a mediator we adopted the SEM approach outlined by Mackinnon (2002). We estimated a baseline model as the full mediation model (see Figure 1), which did not have direct paths from the two predictors (marketing and technological capabilities) to the export performance outcome. The results suggest a good fit of the model to the data ($\chi^2(513)=1885.49$, $p<0.00$, NNFI=0.94, CFI=0.94, RMSEA=0.075).

Following the approach advocated by Anderson & Gerbing (1988), we tested a series of nested models against our baseline model through sequential chi-square tests with the parameter constraints of interest in this study. The findings suggest that adding the two direct paths (marketing and technological capabilities to export performance) to the baseline model significantly improves the model fit ($\Delta\chi^2=22.3$, $\Delta df=2$, $p<0.00$).

Consistent with H1, marketing capabilities positively influence organizational innovation intensity ($\beta=0.58$, $t\text{-value}=7.48$). In line with H2, technological capabilities have a significant positive impact on organizational innovation intensity ($\beta=0.16$, $t\text{-value}=2.19$). Consistent with H3, organizational innovation intensity has a significant positive impact on export performance ($\beta=0.31$, $t\text{-value}=5.85$).

Hypotheses 4 and 5 state that organizational innovation intensity mediates the relationship between marketing capabilities and export performance, as well as the relationship between technological capabilities and export performance. The results of our different models with and without direct paths from the predictors to the outcome variable provide support for the mediation effect. Therefore, Hypotheses 4 and 5 are supported.

In addition, we compare the relative effect of marketing and technological capabilities on organizational innovation and export performance. The results show that marketing capabilities have a stronger impact on organizational innovation than technological capabilities ($\beta=0.58$, $t\text{-value}=7.48$ and $\beta=0.16$, $t\text{-value}=2.19$, respectively). In addition, marketing capabilities have a stronger effect on export performance than technological capabilities.

Both the direct ($\beta=0.39$, $t\text{-value}=7.48$) and indirect ($\beta=0.15$, $t\text{-value}=7.48$) effects of marketing capabilities on export performance are found to be positively statistically significant. Consequently, the indirect relationships strengthen the total effect ($\beta=0.54$, $t\text{-value}=7.48$). However, the direct effect of marketing capabilities on export performance is stronger than the indirect effect.

5. DISCUSSION

The key finding in this study is that marketing and technological capabilities positively influence export performance, through the development of both technological and non-technological innovation. In other words, marketing and technological capabilities are likely to provide an exporting firm with innovative practices that contribute to a superior export performance.

This is an important finding in the context of the discussion about the role of marketing and technology as a firm value capturing capabilities (e.g., Ren, et al., 2015). Some previous studies suggest that marketing and technological capabilities have a direct impact on performance (e.g., Song, et al., 2005). Other studies indicate that marketing capabilities can only be translated into innovative capability through the path of technological capabilities (e.g., Eng & Okten, 2011). This study allows us to contribute to the empirical research, showing that the development of marketing and technological skills is an important way to achieve organizational innovation and, therefore, to obtain a greater performance in the export market. This means that it should be considered the mediating effect of organizational innovation intensity between marketing and technological capabilities and export performance.

However, we cannot say that marketing capabilities are exclusively converted into performance through their connection to organizational innovation. Marketing capabilities contribute to export performance both directly and indirectly by the mediating effect of organizational innovation. In other words, marketing capabilities are powerful tools that can directly lead to superior performance and indirectly through the achievement of organizational innovation. Therefore, the development of marketing capabilities should not only focus on organizational innovation, but also in the direct effect that these capabilities have on the export performance.

Another important finding in this study is the significance of marketing capability in terms of its ability to influence organizational innovation and performance, more than technological capabilities. This means that marketing assets are vital for a firm that desires to increase its innovation value and market share.

Taking into account that exporting firms have limited resources, they have to make tough decisions whether money must be spent on marketing vs. technological capabilities. The current findings point out for the relevance of marketing in innovation efforts and performance, when compared to other business capabilities, such as technological capabilities. Thus, managers must focus specially on the development of marketing capabilities. In doing so, they have focused on delivering superior customer value, which will lead to a strongest innovation and performance outcome possible.

However, this does not mean that technological capabilities are unimportant. Note that technological capabilities have a positive and significant influence on organizational innovation intensity. This means that without the ability to act on innovation intensity, technological capabilities will not affect performance. In this case, organizational innovation is the only path by which technological capabilities may lead to export performance.

6. CONCLUSIONS

This study increases the comprehension of the RBV in export markets. Consistent with the RBV theory, our findings suggest that marketing and technological capabilities are firm specific, complex capabilities relevant to achieve a superior performance in export markets (cf., Barney, 1991; Day, 1994). Specifically, marketing capabilities have a greater impact on performance because they can generate tangible benefits (Krasnikov & Jayachandran, 2008). Through the customer relationship management and a high sensitivity to market needs, the marketing ability to retain and acquire new customers become increasingly higher in international context.

From a managerial perspective, this article helps practitioners to create a path for building superior performance. Exporters could enjoy superior performance in export markets both directly converting marketing capabilities into superior export performance and indirectly translating marketing and technological capabilities into performance via the bridging role of organizational innovation intensity. The development of relevant marketing and technological

capabilities should help manufacturers increase their earnings in competitive markets by allowing companies to capture more of the value in the supply chain.

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APPENDIX

Construct/items	Standardized loadings	t-value
Pricing capability ($\alpha=0.743$, $pvc(n)=0.51$, $\rho=0.75$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We respond quickly to competitors' pricing tactics	0.84	17.47
2. We use pricing skills to respond quickly to any customer change	0.71	14.82
3. We communicate pricing structures and levels quickly to customers	0.57	11.86
Product development capability ($\alpha=0.838$, $pvc(n)=0.58$, $\rho=0.84$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We develop new products for export to exploit R&D investment	0.68	15.92
2. We speedily develop and launch new products for export	0.80	19.69
3. We manage overall new product development systems for export market well	0.81	20.21
4. We successfully launch new products for exports	0.74	17.89
Communication capability ($\alpha=0.954$, $pvc(n)=0.88$, $\rho=0.95$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We skillfully use marketing communications	0.90	25.11
2. We use marketing communication skills and processes well	0.98	29.35
3. We effectively manage marketing communication programs	0.92	26.23
Distribution capability ($\alpha=0.927$, $pvc(n)=0.73$, $\rho=0.93$) (adapted from Zou <i>et al.</i> , 2003) Scale: 1-strongly disagree; 5-strongly agree (relative to major export market competitors)		
1. We attract and retain the best distributors	0.74	18.39
2. We satisfy the needs of distributors	0.90	24.83
3. We add value to distributors' businesses	0.91	25.44
4. We are close in working with distributors/retailers	0.83	21.71
5. We provide high level of support to distributors	0.87	23.50
Technological capability ($\alpha=0.798$, $pvc(n)=0.57$, $\rho=0.80$) (adapted from Kyläheiko <i>et al.</i> , 2011) Scale: 1-strongly disagree; 5-strongly agree		
1. Our technological capabilities are top class	0.69	15.63
2. The success of our R&D activities is based on long-term know-how	0.69	15.83
3. We have invested heavily in certain R&D projects	0.88	21.24
Organizational innovation intensity ($\alpha=0.919$, $pvc(n)=0.59$, $\rho=0.85$) (adapted from Weerawardena, 2003) Scale: 1-limited; 5-extensive		
1. Product innovations introduced by our firm during the last three years have been	0.76	18.91
2. Process innovations introduced by our firm during the last three years have been	0.79	20.25
3. Managerial innovations introduced by our firm during the last three years have been	0.76	19.02
4. Marketing innovations introduced by your firm during the last three years have been	0.72	17.78
Scale: 1-incremental; 5-radical		
1. Product improvements have been mainly	0.78	19.57
2. Process innovations have been mainly	0.81	20.82
3. Managerial innovations have been mainly	0.80	20.33
4. Marketing innovations have been mainly	0.73	17.90
Export performance ($\alpha=0.894$, $pvc(n)=0.69$, $\rho=0.90$) (adapted from Morgan <i>et al.</i> , 2006) Scale: 1-much worse than competitors; 5-much better than competitors		
1. Export venture's market share growth	0.86	22.62
2. Growth in export venture sales revenue	0.92	25.06
3. Acquiring new export venture customers	0.76	18.95
4. Increasing sales to current export customers	0.76	18.91
Technological turbulence ($\alpha=0.803$, $pvc(n)=0.59$, $\rho=0.81$) (adapted from Kaleka, 2012) Scale: 1-strongly disagree; 5-strongly agree		
1. The technology in our industry is changing rapidly	0.74	16.78
2. Technological changes provide big opportunities in our industry	0.82	18.95
3. A large number of new product ideas have been made possible through technological breakthroughs in our industry	0.74	16.74

α =internal reliability; $pvc(n)$ = variance extracted; ρ =composite reliability.

Sharing information: quality of online reviews on online vacation rentals

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Abstract

As a result of the evolution of technologies and applications related to web 2.0, travelers use at an increasing rate the internet as means of planning and booking their trips. In this sense, online reviews, which are consecrated as electronic word-of-mouth, provide them with valuable information about all of the different services associated with their holidays. Therefore, maximizing the benefits and minimizing the negative impacts of online reviews are some of the challenges currently facing the tourism businesses and hotels, due to the exponential growth of electronic word-of-mouth. The production of appropriate responses to online reviews, is therefore of increasing importance, with a particular emphasis on those that are negative. Along with this theme, online vacation rentals have gained importance in recent years and as such it has become essential to formulate appropriate responses to reviews posted online, which was the primary focus of this study. Following a typology adopted for conventional hospitality we examined what characteristics applied to online vacation rentals and also what were the main problems encountered by consumers on one chosen website, in order to reduce the criticism received there. Online vacation rentals thus form a major niche market in the tourism industry and, hence, these new forms of planning and enjoying holidays are an unavoidable circumstance for tourism research.

Keywords

online reviews, online vacation rentals, social exchange theory, answering online reviews

1. INTRODUCTION

In an increasingly globalized world, the geography has changed and the universe has become much more restricted, requiring constant traveling. Today, the Portuguese airports have seen an increase in passengers of 5 percent, reaching the number of 32 million passengers (ANA, 2014). In 1965 the hotel establishments in Portugal had just over 800 thousand foreigners and in 2014 they had nearly 10 million (Pordata, 2015). That same year, the world moved more than 1.1 billion tourists (WTO, 2015).

This growth, combined with the technological phenomenon that is the internet, and the so-called web 2.0, has come to influence the way consumers share and use information (Filieri & McLeay, 2013). As a result of the evolution of technologies and applications related to web 2.0, travelers use at an increasing rate the internet as means of planning and booking their trips. In this sense, online reviews, which are consecrated as electronic word-of-mouth, provide them with valuable information about all of the different services associated with their holidays. Therefore, maximizing the benefits and minimizing the negative impacts of online reviews are one of the challenges currently facing the tourism businesses and hotels, due to the exponential growth of electronic word-of-mouth. The production of appropriate responses to online reviews, is therefore of increasing importance, with a particular emphasis on those that are negative, according to Sparks & Bradley (2014), who have developed a typology called “Triple A” for answering these same negative online reviews posted for conventional hotels.

Alongside this theme, the combination of the traditional forms of rental second homes to tourists with the amplification and the projection afforded by web 2.0, has resulted in the increasing significance and importance of online vacation rentals and their reviews. The first consists of private accommodation rental for holidays, and could eventually involve an experience where tourists and homeowners can actively interact in online communications, often in real time, thus coming to build a very personalized experience. Online rentals vacations form a major niche market in the tourism industry and, hence, these new forms of planning and enjoying holidays are an unavoidable circumstance for tourism research.

The purpose of this work was to establish lines of conduct according to the theory established in the work of Sparks & Bradley (2014), in the hopes of finding the appropriate guideline to second home owners to answer to their properties’ negative online reviews. Following the typology already mentioned which was adopted for the conventional accommodations, we examined what characteristics applied to online vacation rentals and also what were the main problems encountered by consumers on one chosen website, in order to reduce the criticism received there. In order to do so, we established following question: “Is it possible to respond to negative online reviews in online vacation rentals in a similar way to that proposed for conventional hospitality?”.

2. LITERATURE REVIEW

2.1. ONLINE REVIEWS

Lately, with the development of the internet, there are new ways of communicating. In marketing communication, there is a new concept – not that it did not exist beforehand offline – which is electronic word-of-mouth. This concept refers to all informal communication (directed to consumers) done online, that relates to products, services or brands (Craig et al., 2015). This type of communication is often acknowledged for its capacity to either influence negatively or positively consumer behavior (Fulgoni & Lipsman, 2015): 13% of consummation is derived by word-of-mouth actions, two thirds of which come from offline activities, and one third from online activities (Raghavan & Balaji, 2008; Fulgoni & Lipsman, 2015). According to Mangold (1987), word-of-mouth has a superior influence on consumer behavior than any other marketing source, which

might be due to the fact that personal opinions are perceived as trustworthy (Murray, 1991).

In the tourism industry, according to Filieri & Mcleay (2013, p.44) “online reviews might be considered as the electronic version of traditional word-of-mouth, consisting in comments published online by consumers or tourists regarding touristic activities, services or brands”. Online reviews allow tourists to plan their trips ahead and publish their own experiences later to contribute to other future tourist’s experiences (Xiang & Gretzel, 2010). According to Gretzel & Yoo (2008), three fourths of tourists consider online reviews indispensable as a source of information for a good planning of their vacation. According to these same authors, online reviews have changed how one enjoys the vacation and how one travels, not to mention destinations, which have changed drastically because of it.

Most online reviews are positive. However, there are negative reviews posted when an experience has not corresponded to the expectations of the consumer (Sparks & Bradley, 2014). Maximizing benefits and minimizing the impacts of negative online reviews are two of the challenges facing tourism and hospitality businesses, according to these same authors. In this sense, producing adequate responses to these reviews is of the essence, not only because these quadruple its change of being published and shared online (Black & Kelley, 2009), but also because they might be responsible for ruining a business.

2.2. RESPONDING TO ONLINE REVIEWS

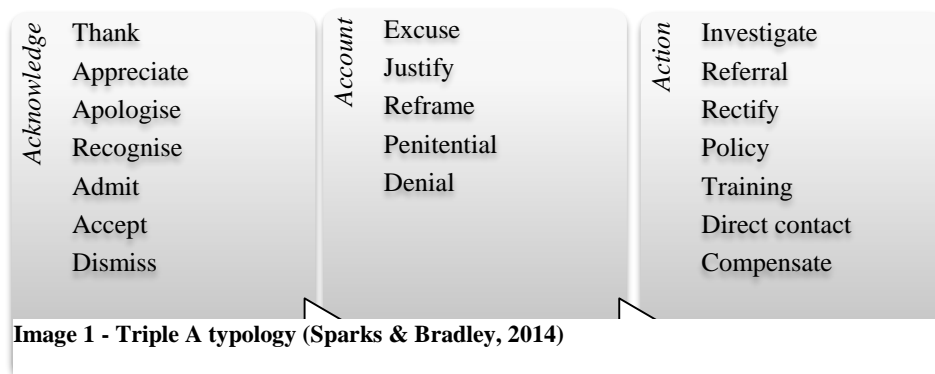
Even though most customers might not be expecting a response, a given response may affect how other potential consumers perceive the brand, service or product, and possibly, it may affect their intentions of future purchase as well (Sparks & Bradley, 2014). Responding to online reviews allows various decisions to be made by the consumer, not only because of the opinion expressed in the online review, but because of how the business recovered from the suffered blow (Min et. Al, 2010; O’Connor, 2010). The deepening of studies such as Levy et al. (2013), have led Sparks & Bradley (2014) to propose a form of analysis to negative online reviews, which is called Triple A typology: acknowledge, account and action.

Thus, acknowledgment or recognition is, according to the authors acceptance and ratification. Therefore, the management thanks the review prepared by the customer, generally expressing their appreciation for their comments and recognizing that a particular act or event occurred, prompting the respective excuse without going into overlapping explanations. The management accepts responsibility as well as the possibility of a connection between an event that resulted in an adverse situation for the consumer.

Account or explanation is a set of excuses in which the management invokes various circumstances in favor of the company's justification of a particular service having caused any inconvenience or hardship to customers during their stay in a particular establishment. This explanation may lie in apparent repentance, similar in all to a sincere apology, admitting guilt and repentance. Finally, it may result purely and simply in the denial of the situation invoked in the online review, altering, possibly, the interpretation or subjectivity of the incident, refusing to admit any adverse outcomes by the entity responsible for the event.

Finally, we reach action. It is essentially used to describe initiatives in favor of a good solution to a consumer complaint by a tourism or hospitality establishment. In this case the management may use or rely on actions previously performed for the resolution of the problem, if necessary actions that are in progress or scheduled to completion, or those that are part of a longer term programming.

According to the authors who have discussed the study of these issues, there are seven types of action used: to investigate the matter (deciding which action to take); to indicate the element to the staff member responsible within the organization; changing some peculiarities of the product itself; changing processes or policies; the implementation or modification of modes and staff training practices; the invitation to the complainant to have a direct contact with the owner of the business; and finally to offer some sort of compensation (compensation that may be both financial and of other quality).



2.3. ONLINE VACATION RENTALS

The sharing and rental of spaces such as houses, apartments, or even sofa-beds is a common practice from early on (Lehr, 2015). The marketing for these properties was usually done via word-of-mouth, or even through flyers or on the newspaper, through non-structured and informal marketing, without the use of new technologies which consolidate all these rentals in one platform (Lehr, 2015).

The segment of online vacation rentals is a relatively new part of the tourism sector (Anderson, 2006), which has progressively emerged throughout time as one of the most promising areas for the tourism industry (Frommer, 2010). One of the factors that contributes decidedly to its increase is the global crises which has created a context where there is a need to monetize second homes (Dias et al., 2015).

Online vacation rentals are platforms where it is possible to rent houses, apartments, and so on, for holidays, where it is possible to interact actively with the homeowner and build a very personalized experience (Dias et al., 2014). Today, there are multiple online vacation rentals' platforms from where you can choose the most exotic or common destination, as well as sleeping on a simple sofa-bed, or a chateaux with permanent staff and a butler (homeaway.com; airbnb.com; vrbo.com; flipkey.com; ownersdirect.co.uk; and so on). Out of all these websites, homeaway.com is market leader in the industry of online vacation rentals and it consists of a portfolio of several second home rentals distributed throughout the world, in over 170 countries. On this same website, homeaway.com, it states that "properties with online reviews have a probability superior by 33% of getting chosen in comparison to those who have none".

2.4. SOCIAL EXCHANGE THEORY

According to Blau (1964), relationships can be based on three postures: interdependence, dependence or independence. Thibaut & Kelley (1959) argue that relationships should be based in an interdependence posture since both play a part and put effort into the relationship. For these authors, there are therefore positive and negative outcomes as a result of these relationships.

Social exchange theory arises in the 60's, and Emerson (1972) later inserts us in a perspective that benefits traded socially might be seen as cooperating behavior, as part of an interactive trade, which might become extinct if not reattributed. This theory also explains that human relationships are based in a subjective analysis of cost-benefit, as well as comparing alternatives. For the exchange to be satisfactory, it is necessary that people have an adequate return and that they are awarded by their investments. The premise is that individuals establish and maintain social relationships in the expectation that those

will be advantageous for both parts (Homans, 1961).

It's in the light of this theory that one processes the decision of what information to share online between homeowner and tourist (Dias et al., 2014). According to these authors, it can be assumed, almost intuitively, that both base their expectations that these relationships will be advantageous for both. However, in this context, the interaction between the two is not yet very studied (Dias et al., 2015). Both tourists and homeowners play the major role and therefore share information, interpret it and make use of it, or not, making feedback into potential added value (Dias et al., 2014). For Dias et al. (2014) without this bidirectional interaction between the two, online vacation rentals would lose its meaning, and would not make sense.

3. METHODOLOGY

To complete this work, we tried to use a univariate, qualitative and explanatory approach, also using a netnography, which is a specific method designed taking into account the studies of cultures and online communities (Bowler, 2010) that inserts the researcher in the environment of a certain investigated online group (Vergara, 2005). Established the analytical support, we withdrew online testimonies posted for properties in Portugal, from the chosen website, homeaway.com, which was understood as the most relevant for this investigation, and tried to analyze them through tools such as Atlas.ti v.7 GmbH and Microsoft Office Excel v.15.14.

In a whole, we retrieved 60 samples that corresponded for each of Sparks & Bradley's (2014) three types of response (20 each) from a total of 3210 analyzed properties between the 30th of October and the 15th of December. There were a total of 20530 properties in Portugal, on that chosen website, and therefore the sample corresponds to 15.6 percent of this main total. Of the chosen examples, we examined both responses and comments. A total of 13638 words were used, of which 6252 were found in online reviews and 7386 in the responses, in the hopes of figuring out if Sparks & Bradley's (2014) "Triple A" typology is the correct typology for answering negative reviews in online vacation rentals. However, it has to be said that not all of the answers and reviews retrieved corresponded exactly to this typology's three types, which may tell us that there aren't any perfect examples which correspond to it in online vacation rentals.

The first evidence we retrieved was the similarities between the three types in online vacation rentals, as stated before. The second, from a simple quantitative approach, was that homeowners in their responses use more words and attention when writing their answers, in comparison to tourists who rent. Homeowners used 7386 words, which is equivalent to 54,2% of the words studied and tourists only used 6252, or 45,8% of those analyzed. Responses had an average of 123 words, whereas online reviews only had an average of 104. This might be due to the fact that homeowners have their reputation on the line, as well as future profit, and therefore might spend more time assuring that they give tourists the perfect response.

We then analyzed word clouds in order to understand if Spark's and Bradley's (2014) styles were reflected in the responses' used words. In the clouds below it is possible to see that the words "thank", "improvements", "problems" and "feedback" were the most used and seem to indicate that the styles are somewhat defined in the use of words, although they are not completely distinguishable.



Image 2 - Acknowledge



Image 3 - Account



Image 4 - Action

Table 1 - Verification of all aspects of the examples retrieved according to Triple A typology

	Examples of Acknowledge	Examples of Account	Examples of Action
Acknowledge	53	12	17
Thank	13	8	0
Appreciate	6	0	11
Apologise	12	1	3
Recognise	5	0	0
Admit	7	1	0
Accept	4	1	2
Dismiss	6	1	1
Account	9	45	7

Excuse	0	8	0
Justify	3	12	4
Reframe	6	15	2
Penitential	0	0	0
Deniel	0	10	1
Action	12	1	32
Investigate	4	0	7
Referral	0	0	2
Rectify	4	0	6
Policy	4	1	16
Training	0	0	0
Direct contact	0	0	1
Compensação	0	0	0

According to the table above, there are some items of the types by Sparks & Bradley (2014) that do not appear in online vacation rentals such as account's "penitential" and action's "training" and "compensation". Both "penitential" and "training" refer to staff, which due to the dimension of these businesses might not exist. However, when it comes to "compensation" it might not be as obvious: it might be that homeowners do not have the financial means to do so or it might be that they do not want costumer loyalty. Still in this same table 1, it's possible to conclude that most responses fi almost entirely the typology assumed. In the examples retrieved for acknowledge, there are 53 aspects of acknowledge's items, 12 account examples and 17 action examples, which represent 64,4%, 13,6% and 20,7%. The same goes for account's and action's criteria. In account there are 77,7% examples in account, 20,7% in acknowledge and 1,7% in action. In action there are 57,1% examples in action, 30,4% in acknowledge and 12,5% in account. There was also a very large number of answers that stated that problems should have been mentioned during the stay (acknowledge 25%, account 25% and action 20%), which might indicate that the communication between homeowner and tourist might not be the best one, even though businesses of this format are usually of a quite small dimension. Maybe it is due to the fact that often homeowners have other professional activities, or maybe it is due to the fact that they have multiple second homes to take care of. However, communication between the two is of the most importance, so as to avoid negative online reviews.

Through the analyses made, it was also obvious that most homeowners are using reverse reviews when answering. Reverse reviews are a concept developed in 2015 by Art Series Hotel Group and consist of letting hotels review their guests. In online vacation rentals, this is done by homeowners in a casual informal way, so as to alert other homeowners to bad behaviors from guests.

After analyzing responses, we examined comments so as to understand why homeowners respond in a certain manner. It's a pity that it's not possible to relate comments to responses so as to have a more quantitative approach to this matter.

Table 2 - Positive and negative aspects of online reviews in the Tryple A typology

<i>Acknowledge</i>	Online reviews		Responses
	Positives	Negatives	
Property	9	3	2
Equipment	1	12	11
Facilities			
Hospitality	4	5	3
Cleanliness	5	4	
Location	10	2	
Landscape	4		
TOTAL	33	26	16
<i>Account</i>	Online reviews		Responses
	Positives	Negatives	
Property	6	7	5
Equipment	3	16	16
Facilities	1	3	1
Hospitality	4	7	7
Cleanliness	7	3	2
Location	8	4	2
Landscape	2	3	3
TOTAL	31	43	36
<i>Action</i>	Online reviews		Responses
	Positives	Negatives	
Property	9	4	5
Equipment	2	15	14
Facilities		1	1
Hospitality	4	2	4
Cleanliness	3	2	2
Location	11	2	1
Landscape	3		
TOTAL	32	26	27
TOTALS	96	95	79

This table showed us that there is a high emphasis on location and equipment. Location has quite a good number of positive comments, whereas equipment has the record for most negative comments. Location is data that tourists already know when staying in a second home and therefore that might be why it is mentioned constantly as being positive, while the state of the equipment is not known until tourists arrive, which might be why they leave such bad comments regarding it.

The examples in account have a higher number of negative reviews (43 which is equivalent to 58,1% of the total), as well as responses. This may be because in this style comments are usually more aggressive and this fact might question the good quality of the property and therefore profits in the future. Looking at the balance between positives and negatives, they appear quite similar (96 positives versus 95 negatives), which might indicate that satisfaction levels are average.

4. DISCUSSION & CONCLUSIONS

The aim of this study was to answer the question "Is it possible to respond to negative online reviews in online vacation

rentals in a similar way to that proposed for conventional hospitality?”. To do so, we used a univariate, qualitative and explanatory approach, also using a netnography to study the virtual community of homeaway.com. From that same website, we withdrew 60 examples that best fit the typology proposed by Sparks & Bradley (2014), 20 for each of the types.

After analyzing all the data available, it is possible to conclude that Spark’s and Bradley’s (2014) model is applicable to online vacation rentals, with little modifications. In online vacation rentals, the styles are not as obviously distinguished as in conventional hospitality. There are also characteristics that are not valid for online vacation rentals, such as the criteria for account “penitential”, as well as for action’s criteria “training” and “compensation”, mostly due to the dimension of these businesses.

From this sample, it was also possible to learn that there are difficulties when it comes to communication between both parties and that reverse reviews are being used in an informal way on these platforms.

We were finally able to conclude that there is a need for homeowners to correct some issues, such as faulty equipment, in order to reduce negative online reviews for their second homes. It is also important to state the findings that account is the type of Spark’s & Bradley’s (2014) typology that received the highest number of negative comments (43) as well as most responses gave to consumers (36), probably due to the fact that most of the comments responded in this style are usually more aggressive and might put the business itself at risk.

Unfortunately, due to the fact that in this context there is no way to attribute a value to both reviews and responses, it is quite difficult to completely understand the relationship between the two of them, so in this way, we were guided mostly by a subjective reading through common sense.

There were also some limitations when it comes to this work. On the one hand is still a big lack of information in regards to the interaction between online vacation rentals and online reviews, even though there are several articles that speak of them separately, but mostly for online reviews, rather than online vacation rentals. On the other hand, the sample retrieved is limited, not only in the area chosen, as well as in the selected website, even though the last one was not an arbitrary decision, as mentioned before.

Lastly, we would like to mention that the nature of this study did not allow us to move any further in regards to the relationship between both parties, as well as to conclude what the profile of homeowners is. We are certain, however, that this emerging market has a great potential and is worth studying due to the consequences it might have to the tourism industry.

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A eficácia da identidade visual do Novo Banco na percepção e associações semânticas à marca

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Resumo

O presente trabalho tem como objetivo aferir a percepção do público relativamente à identidade visual do Novo Banco, de modo a compreender se esta atuou eficazmente enquanto instrumento de comunicação no pós crise da instituição. Esta eficácia prende-se com a capacidade da identidade visual influenciar positivamente uma marca, promovendo o seu reconhecimento e visibilidade, bem como a diferenciação e o posicionamento positivo na mente do público. O processo de desmantelamento do Banco Espírito Santo, e posterior surgimento do Novo Banco, encontra-se associado a uma forte carga emocional. Por isso, com a intenção de avaliar com maior exatidão o impacto desta carga emocional inerente ao Novo Banco, foram estudadas, também, associações semânticas à marca, reveladoras do significado afetivo do público relativamente à organização. Para o cumprimento objetivo, foram delineadas bases contextuais e teóricas, que levaram à aplicação de um questionário que visou a obtenção de dados relativos, precisamente, à percepção do público geral. Os resultados sugerem que a identidade visual não foi uma resposta suficientemente eficaz dado que determinados componentes que a constituem não oferecem uma interpretação clara do que significam, originando baixos níveis de concordância. Contudo, os resultados mostram, ainda, que grande parte desta ineficácia deriva das consequências da crise no Banco Espírito Santo, ainda muito presentes na mente do público.

Palavras-chave

Identidade visual; Marca; Gestão de Crise; Associações Semânticas; Significado Afetivo.

Abstract

This study aims to assess the public perception of the visual identity of Novo Banco, in order to understand if it worked effectively as a communication tool in the post crisis of the institution. This effectiveness is related to the ability of the visual identity to positively influence a brand, promoting its recognition and visibility, as well as differentiation and positive positioning in the public mind. The dismantling of Banco Espírito Santo, and subsequent emergence of Novo Banco, is associated with a strong emotional charge. So, with the intention to assess more accurately the impact of the emotional charge inherent in the Novo Banco, they were also studied semantic associations to the brand, revealing the emotional significance of the public about the organization. In order to fulfil this goal, contextual and theoretical bases were outlined, which led to the application of a questionnaire aimed at obtaining data on the perception of the general public. The results suggest that the visual identity has not a sufficiently effective response since certain components not offer a clear interpretation of meaning, yielding lower levels of compliance. However, the results also show that much of this inefficiency stems from the consequences of the crisis in Banco Espírito Santo, still very present in the public mind.

Keywords

Visual identity; Brand; Crisis Management; Semantics Associations; Affective Meaning.

1. INTRODUÇÃO

A identidade visual de uma marca é a forma mais imediata de contacto entre as organizações e os públicos, a ferramenta através da qual se dão a conhecer. É, por isso, um importante instrumento estratégico de comunicação, pelo que as organizações estão dispostas a fazer grandes investimentos no seu desenvolvimento e implementação e não a alteram por qualquer motivo. Normalmente, alterações organizacionais como fusões, aquisições ou reestruturações são razões que podem levar à conceção de uma nova identidade mas determinados eventos, como crises organizacionais, podem obrigar a mudanças rápidas e inesperadas à identidade de uma organização.

O Novo Banco espelhou, precisamente, uma situação semelhante. Esta instituição financeira nasceu depois de uma intervenção de emergência do Banco de Portugal para resgatar os ativos saudáveis do Banco Espírito Santo, uma das maiores instituições financeiras privadas do país, que acabava de colapsar. Esta entidade não teve outra alternativa senão a criação de uma nova identidade visual, que além de representar toda a organização, deveria acompanhar os esforços comunicativos de uma marca com uma necessidade tremenda de se reposicionar positivamente no mercado. Os acontecimentos ocorridos no BES, e as respetivas consequências (desde o apuramento de responsabilidades, ao processo de venda do Novo Banco e à questão ainda por solucionar do papel comercial) abalaram a confiança na organização, por parte dos seus clientes mas também não clientes.

O objetivo do presente trabalho de investigação surgiu deste contexto e debruçou-se sobre a influência da identidade visual do Novo Banco no público geral, no sentido de aferir se esta atuou eficazmente enquanto instrumento de comunicação no pós crise organizacional da marca.

2. REVISÃO DA LITERATURA

2.1. IDENTIDADE VISUAL CORPORATIVA

Composta por cinco elementos – nome, *slogan*, logótipo ou símbolo, cor e tipografia (Melewar & Wooldrige, 2001; Van den Bosch *et al.*, 2005; Simões *et al.*, 2005) – a identidade visual corporativa abarca os componentes visíveis da identidade corporativa, funcionando como sinal externo de compromisso interno da organização para com o produto, o ambiente e os aspetos comunicativos (Melewar, 2001).

Van den Bosch *et al.* (2005) afirmam que o desenvolvimento da identidade visual corporativa começa através de um processo de análise à própria identidade da organização: raízes históricas, cultura, estratégia e estrutura, valores defendidos, objetivos e fatores de diferenciação relativamente à concorrência. Só depois desta análise é que se inicia o processo de *design*. O resultado gerado torna-se na identidade visual que representará toda a organização.

Os autores (Van den Bosch *et al.*, 2005) refletem na importância da identidade corporativa ao constatar que esta suporta a visibilidade da organização, enfatizando a sua presença, através da utilização do nome e das dicas visuais, como o logótipo, nos edifícios, veículos e meios de comunicação e influencia, também, a reputação da organização, quer de uma forma positiva, quer de uma forma negativa. Sublinham, ainda, que o carácter distintivo da organização também é suportado pela identidade visual corporativa.

Van den Bosch *et al.* (2006) salientam que a identidade visual é o elemento mais tangível de uma organização pelo que deve ser vista como um importante instrumento estratégico dentro das comunicações corporativas. A esta razão deve-se a disponibilidade das organizações para fazerem grandes investimentos no desenvolvimento e implementação da identidade corporativa. E, durante alterações organizacionais, como por exemplo, fusões, aquisições, reestruturações, é prestada uma atenção redobrada à identidade visual corporativa.

A criação do Novo Banco, enquadrada no contexto da medida de resolução aplicada pelo Banco de Portugal numa intervenção de emergência para resgatar os ativos saudáveis do Banco Espírito Santo, levou, também, à conceção de uma nova identidade visual que acompanhasse os esforços comunicativos da organização, num momento complicado de crise, que abalou a estrutura financeira e social do país.

2.2. CRISES ORGANIZACIONAIS

Dutta e Pullig (2011) consideram que as crises se caracterizam pelas consequências significativas, pela baixa probabilidade de ocorrência e previsibilidade e pela elevada atenção dos *media*. Acrescentam, ainda, que estes eventos possuem um papel fundamental na formação da reputação da organização.

Também Coombs e Holladay (2006) e Coombs (2007a) relacionam o conceito de crise com reputação. A reputação é, de acordo com Coombs (2007a), um conjunto agregado de avaliações realizadas pelas partes interessadas da organização, relativamente à capacidade desta para atingir as expectativas que as partes interessadas possuem, baseadas no comportamento passado da organização. Van der Meer e Verhoeven (2014) sublinham que a reputação se cria com base nas emoções experimentadas relativamente à organização. A interação com esta reveste-se, portanto, de significados afetivos. As ações e atitudes da organização, veiculadas pela informação disponível sobre esta, provocam reações emotivas nas partes interessadas, que influenciam, fortemente, a imagem que guardam da organização (Mwihaki, 2004).

Coombs (2007a), através da Teoria Situacional de Comunicação de Crise, reforça a ideia de que, sendo a crise um acontecimento com consequências negativas, as partes interessadas da organização procuram compreender a quem pertence a responsabilidade pelo seu acontecimento. A atribuição da responsabilidade da crise origina consequências afetivas e comportamentais para a organização. Se a organização for considerada responsável, as partes interessadas desenvolvem sentimentos de raiva e/ou aborrecimento para com a organização, o que pode levar a um corte de relações com esta e à criação de um passa-a-palavra negativo.

2.3. SIGNIFICADO ASSOCIADO

De acordo com Leech (1976), distinguem-se sete tipos de significados: conceptual, conotativo, colocação, social, afetivo, refletido e temático. Contudo, de uma forma geral, distinguem-se dois significados: o significado conceptual e o significado associado que engloba o conotativo, a colocação, o social, afetivo e refletido. O significado associado foi prioritário para o desenvolvimento desta investigação dado que utilização linguística foi crítica na interpretação de resultados, não com base no sentido lógico das palavras, mas nas associações ao contexto da experiência real.

Dentro dos diferentes significados que compõem o significado associado, é expectável que o significado afetivo adquira um peso razoável nesta investigação dado que o processo de dismantelamento e criação do Novo Banco encontra-se vinculado a uma forte carga emocional. Apesar de o Novo Banco estar em funções há mais de um ano, a não resolução de problemas derivados da crise no BES ainda origina muitas manifestações públicas de desagrado, que, adicionalmente, são altamente mediatizadas.

O significado afetivo é, portanto, uma reflexão direta das atitudes ou sentimentos de um emissor dirigidos a um recetor. Estes sentimentos e atitudes são, normalmente, negativos ou de natureza desonesta, e expressados através de insultos, adulação, hipérboles ou sarcasmo, de acordo com Mwihaki (2004). Todavia, de acordo com Leech (1976) e vários autores posteriores a este, o significado afetivo pode estar associado a emoções positivas e aprazíveis e ser veiculado/entendido como tal.

3. A IDENTIDADE VISUAL DO NOVO BANCO

No dia 22 de agosto, o Novo Banco lançou a primeira campanha de comunicação com o objetivo de dar a conhecer a nova marca aos públicos externos, através da assinatura/*slogan* “um bom começo”. A campanha, desenvolvida pela BBDO, lançada na rádio e na imprensa, pretendia transmitir o início de uma nova era, destacando os elementos-chave confiança, envolvimento e proximidade, não esquecendo os colaboradores e os clientes. Além dos anúncios na rádio e na imprensa, o novo conceito criativo foi estendido aos balcões, através da decoração, *merchandising*, suportes gráficos e no novo *website* do banco (*Press Release* “Novo Banco lança primeira campanha de comunicação”, 2014).



Figura 1 – Slogan do Novo Banco

A campanha de lançamento foi construída sobre a premissa de que o Novo Banco era uma marca nova mas que não nascia do zero, pelo que pretendiam equilibrar os elementos património e novidade. Do património procuraram recuperar os elementos positivos da marca anterior – mais de 600 balcões, mais de 2 milhões de clientes, mas, acima de tudo, o capital humano dos seus 6 mil colaboradores, sendo essa a maior força do banco (*Press Release “Novo Banco lança primeira campanha de comunicação”, 2014*).

O Novo Banco apresentou a sua nova identidade no dia 22 de setembro de 2014. Num cenário de alteração significativa do contexto, era necessário desenvolver uma nova marca, com novos valores e atributos, um novo posicionamento e uma nova identidade. A mudança foi progressiva, começando pela substituição das fachadas dos balcões por todo o país, alargando-se, em paralelo, a todos os outros suportes de comunicação da marca. A mudança de identidade foi acompanhada, também, pela comunicação em rádio, imprensa, digital e balcões (*Press Release “Novo Banco apresenta hoje nova identidade”, 2014*).



Figura 2 – Identidade visual do Novo Banco

A marca considerou que o “novo” no nome da marca trazia a oportunidade de mostrar que o Novo Banco é um banco atual, com motivação e competência para superar novos desafios, de modo a recuperar os *standards* para a categoria (*Press Release “Novo Banco apresenta hoje nova identidade”, 2014*).

Mantiveram a cor verde da identidade anterior (do BES, portanto), ainda que noutra tom, mas com um logótipo, elemento base de toda a identidade visual da marca, “que vive numa tensão positiva entre a solidez do *lettering* e a leveza do símbolo”. O tipo de letra pretende representar força e estabilidade, sendo a base para o novo símbolo, que representa a elevação, a ambição e a agilidade. O símbolo partiu da reinterpretação das asas da borboleta que simbolizaram, na primeira campanha, a transformação e a capacidade de renovação: “representado como uma potência matemática, traduz o elevar do compromisso da equipa Novo Banco ao desafio de voltar a ocupar a posição de liderança que o mercado sempre lhe reconheceu” (*Press Release “Novo Banco apresenta hoje nova identidade”, 2014*).

4. METODOLOGIA

A técnica de recolha de dados escolhido para esta investigação foi o questionário, concebido a partir de bases da literatura e enquadramento contextual previamente estudados.

A primeira parte do questionário teve como objetivo a caracterização sociodemográfica dos inquiridos (idade, género, região de residência e habilitações literárias) e a caracterização da relação destes com o Novo Banco: pertença à clientela do Novo Banco e do anterior Banco Espírito Santo; seleção entre várias associações possíveis à marca - confiança, credibilidade, notoriedade, firmeza, envolvimento, solidez, transparência, proximidade e competência (com a possibilidade de sugestão de outras associações).

Seguiram-se cinco secções, cada uma correspondente a um dos cinco constituintes da identidade visual da marca, de acordo com os autores Melewar e Wooldridge (2001), Van den Bosch *et al.* (2005) e Simões *et al.* (2005): nome, logótipo/símbolo, cor, tipografia e *slogan*. Para cada secção, foram formuladas hipóteses das quais derivaram afirmações com as quais os inquiridos concordaram, ou não, mediante uma escala de Likert de 1 (discordo completamente) a 5 (concordo completamente).

	Hipóteses	Afirmações
Nome	O nome da marca identifica o produto/serviço oferecido pela organização (Chan & Huang, 1997; Kohli <i>et al.</i> , 2005)	O nome “Novo Banco” refere-se a uma organização que atua no setor bancário/financeiro.
	O nome da marca reflete o posicionamento estabelecido pela organização (Kohli & LaBahan, 1997).	O nome “Novo Banco” fornece uma indicação relativamente à competência da organização. O nome “Novo Banco” fornece uma indicação relativamente a uma renovação da organização. O nome “Novo Banco” fornece uma indicação relativamente à motivação da organização para fornecer um melhor serviço.
	O nome da marca descreve os benefícios oferecidos pela organização (Hillenbrand <i>et al.</i> , 2013).	O nome “Novo Banco” fornece uma indicação relativamente à qualidade das soluções oferecidas pela organização. O nome “Novo Banco” fornece uma indicação relativamente à oferta de produtos e/ou serviços de excelência. O nome “Novo Banco” fornece uma indicação relativamente à oferta de soluções eficazes.
		O nome “Novo Banco” fornece uma indicação relativamente a um serviço de qualidade, baseado no conhecimento e competência dos seus trabalhadores.
		O nome “Novo Banco” fornece uma indicação relativamente ao fornecimento de um serviço que tem como base a valorização dos seus clientes.
	O nome da marca obedece a características de ordem semântica propostas por Chan e Huang (1997).	O nome “Novo Banco” é moderno e atual. O nome “Novo Banco” é curto. O nome “Novo Banco” tem uma sonoridade agradável. O nome “Novo Banco” é agradável de forma escrita. O nome “Novo Banco” é familiar. O nome “Novo Banco” é de fácil memorização.
Símbolo	O símbolo representa os resultados e as ambições da organização (Van den Bosch <i>et al.</i> , 2005).	O símbolo do Novo Banco representa o elevado compromisso da organização para com os seus clientes. O símbolo do Novo Banco representa a ambição de ocupar uma posição de liderança no mercado.
	O símbolo é uma parte preponderante da identificação de uma marca (Dowling, 1997).	O símbolo do Novo Banco, isolado do logótipo, tem a capacidade de representar, por si só, a organização. O símbolo do Novo Banco só tem a capacidade de representar a organização quando acompanhado do nome da marca.
	O símbolo possui um significado (Kohli <i>et al.</i> , 2002).	O símbolo do Novo Banco representa as asas de uma borboleta. O símbolo do Novo Banco evoca uma potência matemática. O símbolo do Novo Banco representa transformação para a organização. O símbolo do Novo Banco evoca a ideia de renovação. O símbolo do Novo Banco representa a agilidade da organização para enfrentar novos desafios.
	A imagem do símbolo permite um reconhecimento mais rápido do logótipo da organização (Kohli <i>et al.</i> , 2002).	O símbolo do Novo Banco é fundamental para um reconhecimento mais eficaz do logótipo da organização.
Slogan	O slogan constrói uma ponte entre o nome e o logótipo ao fornecer informações sobre o produto ou serviço (Kohli <i>et al.</i> , 2002).	O slogan “um bom começo” fornece indicações relativamente aos produtos e serviços oferecidos pelo Novo Banco. O slogan “um bom começo” fornece indicações relativamente ao capital humano que a organização possui. O slogan “um bom começo” fornece indicações relativamente aos balcões que a organização possui. O slogan “um bom começo” fornece indicações relativamente à qualidade do serviço oferecido pelo Novo Banco.
	O slogan aumenta a notoriedade da marca (Kohli <i>et al.</i> , 2002).	O slogan “um bom começo” é associado, de imediato, ao Novo Banco. O slogan “um bom começo” tem de estar associado ao nome Novo Banco para ser reconhecido.

Hipóteses		Afirmações
	O <i>slogan</i> tem em consideração uma visão a longo prazo, ainda que possa ser alterado no futuro (Kohli <i>et al.</i> , 2002).	O <i>slogan</i> “um bom começo” incorpora as ambições do Novo Banco.
	O <i>slogan</i> é uma ferramenta fundamental para o posicionamento da marca (Kohli <i>et al.</i> , 2002).	O <i>slogan</i> “um bom começo” traduz uma atitude otimista para a renovação da organização. O <i>slogan</i> “um bom começo” evoca a ideia de transformação da organização. O <i>slogan</i> “um bom começo” fornece indicações relativamente à competência da organização.
	O <i>slogan</i> transmite uma mensagem de forma clara e inequívoca (Kohli <i>et al.</i> , 2002).	O <i>slogan</i> “um bom começo” afirma, claramente, a confiança no capital humano (trabalhadores e clientes da organização).
Cor	A cor funciona como dispositivo mnemónico que facilita o reconhecimento da marca (Labrecque <i>et al.</i> , 2013).	A cor verde do logótipo do Novo Banco facilita o reconhecimento da marca.
	A cor encoraja a formação de conexões relativamente à marca (Labrecque <i>et al.</i> , 2013).	A cor verde do logótipo do Novo Banco é um elemento fundamental do património da marca. A cor verde do logótipo do novo Banco estabelece uma ligação com o passado da marca, ou seja, com o Banco Espírito Santo. A cor verde do logótipo do Novo Banco significa riqueza, poder e estatuto. A cor verde do logótipo do Novo Banco significa esperança e novidade.
Tipografia	Diferentes arranjos entre os elementos da tipografia e, portanto, diferentes categorias de fontes, possuem diferentes conotações (Thangaraj, 2013).	O tipo de letra utilizado no logótipo do Novo Banco é moderno.
		O tipo de letra utilizado no logótipo do Novo Banco é indicador do profissionalismo da marca.
		O tipo de letra utilizado no logótipo do Novo Banco transmite familiaridade.
		O tipo de letra utilizado no logótipo do Novo Banco transmite solidez.
		O tipo de letra utilizado no logótipo do Novo Banco transmite força.
		O tipo de letra utilizado no logótipo do Novo Banco transmite estabilidade.

Tabela 1 – Hipóteses e afirmações sobre o “Novo Banco”

A última secção do questionário abordou a perspetiva do público relativamente à comunicação da identidade do Novo Banco. Foram recolhidas palavras-chave das campanhas impressa e de rádio – começo, clientes, colaboradores, balcões, capital social, empenho, competência, confiança, transformação, renovação, relação e futuro – que foram listadas de modo a que os inquiridos seleccionassem aqueles que, no seu entender, foram mais impactantes. Para compreender o alcance dos meios de comunicação utilizados pelo Novo Banco na comunicação da nova identidade, colocaram-se os meios imprensa, noticiários televisivos, rádio, canais digitais e balcões do Novo Banco e outros, à disposição dos inquiridos para seleção.

Para finalizar, foi incluída uma questão de resposta aberta, no entanto optativa, dada a menor recetividade dos inquiridos a este tipo de questões. Esta questão consistiu na apresentação de um enunciado, retirado de um *press release* da instituição a propósito da campanha de lançamento da marca, relativamente ao qual os inquiridos emitiram concordância ou discordância, justificando: “A primeira campanha do Novo Banco assinala o início de uma nova era para o banco. Confiança, proximidade e envolvimento são as ideias-chave de uma campanha que também destaca colaboradores e clientes”. O tratamento de dados desta resposta aberta foi encontrado no significado afetivo, espelho das atitudes e sentimentos do emissor, partindo da afirmação de Coombs (2007a) de que as crises ativam reações afetivas, que influenciam as intenções de comportamento dos diferentes públicos.

A população desta investigação compreendeu todos os habitantes portugueses com idade superior ou igual a 16 anos. A amostra recolhida totalizou um total de 314 indivíduos. O questionário esteve alojado na plataforma Google Drive e a amostra foi mobilizada via *email* e através de divulgação na rede social Facebook. O período de recolha de dados decorreu entre 6 de julho e 6 de agosto de 2015.

5. RESULTADOS

5.1. Caracterização sociodemográfica da amostra

A amostra, constituída por 314 inquiridos, é maioritariamente constituída por indivíduos do género feminino (67,52%), da região norte (57,96%), com idades entre os 21 e os 25 anos (40,13%) e detentores do grau académico de licenciado (41,08%).

		Frequência Absoluta	Frequência Relativa
Género	Feminino	212	67,52%
	Masculino	102	32,48%
Região de Residência	Norte	182	57,96%
	Centro	91	28,98%
	Lisboa	19	6,05%
	Alentejo	16	5,10%
	Algarve	2	0,64%
	Açores e Madeira	4	1,27%
Idade (em anos)	16 – 20	54	17,20%
	21 – 25	126	40,13%
	26 – 30	23	7,32%
	31 – 35	25	7,96%
	36 – 45	39	12,42%
	46 – 55	34	10,93%
	56 – 65	11	3,54%
	Mais de 65	2	0,64%
Habilitações Literárias	1.º ciclo do ensino básico (4.º ano)	0	0%
	2.º ciclo do ensino básico (6.º ano)	0	0%
	3.º ciclo do ensino básico (9.º ano)	11	3,50%
	Ensino Secundário	71	22,61%
	Licenciatura	129	41,08%
	Mestrado/Pós-Graduação	66	21,02%
	Doutoramento	37	11,78%

Tabela 2 – Caracterização sociodemográfica dos respondentes

5.2. Relação de clientela com o Novo Banco e o anterior BES

Considerando a percentagem de 26,43% de respondentes que foram clientes do BES e a percentagem de 16,56% de respondentes que são clientes do Novo Banco, sobressaiu a percentagem de 9,87% representativa do número de respondentes que não se mantiveram associados ao Novo Banco depois da crise no BES.

		Frequência Absoluta	Frequência Relativa
Cliente do Novo Banco	Sim	52	16,56%
	Não	262	83,44%
Cliente do Banco Espírito Santo	Sim	83	26,43%
	Não	231	73,57%

Tabela 3 – Relação de clientela com o Novo Banco e com o BES

5.3. Associações ao Novo Banco

Relativamente aos marcadores escolhidos como possíveis associações ao Novo Banco, os resultados foram os seguintes: proximidade (21,97%), notoriedade (21,02%), envolvimento (15,92%), confiança (8,92%), transparência (8,60%), credibilidade (7,32%), firmeza (7,01%), solidez (5,41%) e outros.

Dada a oportunidade de identificação de novos marcadores, registou-se um total de 127 palavras que foram categorizadas, de acordo com o seu significado associado: palavras com forte carga negativa (8,28%); desconfiança (5,73%); incerteza (3,50%); insegurança (2,87%); fraude (2,23%); corrupção (1,91%); palavras associadas à crise no BES (1,91%); descredibilidade (1,59%); polémica (1,27%); fragilidade (1,27%); renovação (0,96%); transformação (0,64%).

5.4. Resultados dos componentes da identidade visual do Novo Banco

Para o estudo destas variáveis, além dos valores de frequência absoluta e relativa obtidos para cada uma das afirmações, foram calculados os valores de tendência central – média (M), moda (Mo) e mediana (Md), os valores do desvio padrão (DP), do coeficiente de variação (CV), da assimetria (A), da curtose (C) e dos quocientes de assimetria e curtose (QA e QC).

5.4.1. Nome

A média mais elevada (4,45) coube à afirmação “o nome “Novo Banco” refere-se a uma organização que atua no setor bancário/financeiro”. A dispersão é considerada média dado que o coeficiente de variação (21,09%) está situado entre os 15% e os 30%. O valor do quociente de assimetria é inferior a -1,96, pelo que se diz que a distribuição é assimétrica negativa, ou seja, aproxima-se das medidas de tendência central no valor máximo de distribuição (5). O coeficiente da curtose, com um valor superior a 1,96, indica uma distribuição leptocúrtica (menos achatada do que a normal) logo, mais concentrada num ponto central. A mesma leitura faz-se da afirmação “O nome Novo Banco é de fácil memorização”, com uma média de 4,09, uma dispersão também considerada média dada o valor do coeficiente de variação (23,84%), uma distribuição assimétrica negativa (valor do quociente de assimetria inferior a -1,96), o que se traduz numa aproximação das medidas de tendência central ao valor máximo da distribuição (5) e o coeficiente de curtose com um valor superior a 1,96, característico de uma distribuição leptocúrtica.

A média com valor inferior (2,30) corresponde à afirmação “O nome “Novo Banco” fornece uma indicação relativamente à oferta de produtos e/ou serviços de excelência.” A dispersão é considerada elevada pois o coeficiente de variação (43,72%) situa-se acima da percentagem de 30% e o quociente de assimetria (2,13) revela uma distribuição assimétrica positiva porque é superior a 1,96, denotando uma aproximação ao valor mínimo da distribuição (1). Já o coeficiente da curtose, com um valor inferior a -1,96, indica uma distribuição platicúrtica, (mais achatada do que a normal) e, por isso, menos concentrada relativamente a um ponto central.

Com valores de média abaixo do valor central da escala de Likert (3) contam-se as seguintes afirmações: “O nome “Novo Banco” fornece uma indicação relativamente à oferta de soluções eficazes”; “O nome “Novo Banco” fornece uma indicação relativamente a um serviço baseado no conhecimento e competência dos seus colaboradores”; “O nome “Novo Banco” fornece uma indicação relativamente ao fornecimento de um serviço que tem como base a valorização dos seus clientes”; “O nome “Novo Banco” fornece uma indicação relativamente à qualidade das soluções oferecidas pela organização.”; “O nome “Novo Banco” fornece uma indicação relativamente à competência da organização.”; “O nome “Novo Banco” é familiar.”; “O nome “Novo Banco” tem uma sonoridade agradável”; “O nome “Novo Banco” é agradável de forma escrita.”; “O nome “Novo Banco” é moderno e atual.”. Todas estas afirmações têm em comum o facto de apresentarem dispersões elevadas, ou seja, acima dos 30%, de possuírem distribuições simétricas, ou seja, com valores entre -1,96 e 1,96, e distribuições platicúrticas (mais achatadas do que a normal), facto comprovado pelos valores do coeficiente de curtose inferiores a -1,96.

As afirmações “O nome “Novo Banco” fornece uma indicação relativamente a uma renovação da organização”, “O nome “Novo Banco” é curto” e “O nome “Novo Banco” fornece uma indicação relativamente à motivação da organização para fornecer um melhor serviço” possuem valores de média entre os graus 3 e 4 da escala Likert, respetivamente, 3,82, 3,30 e 3,10. No que diz respeito ao coeficiente de variação, a afirmação “O Novo Banco fornece uma indicação relativamente a uma renovação da organização” caracteriza-se pela dispersão média (29,16%), ao invés das outras duas afirmações que se caracterizam pelas dispersões elevadas, com valores superior a 30%. Com quocientes de assimetria negativos, indicativos de uma aproximação ao valor máximo de distribuição (5) estão as afirmações “O nome “Novo Banco” fornece uma indicação relativamente a uma renovação na organização” e “O nome “Novo Banco” fornece uma indicação relativamente à motivação da organização para fornecer um melhor serviço”. Já a afirmação o “O Nome “Novo Banco” é curto” caracteriza-

se pela distribuição simétrica. A afirmação “O nome “Novo Banco” fornece uma indicação relativamente a uma renovação da organização” destaca-se pela distribuição mesocúrtica (distribuição normal padrão), dado que o módulo do seu valor é menor que 1,96. As afirmações “O nome “Novo Banco” fornece uma indicação relativamente à motivação da organização para fornecer um melhor serviço” e “O nome “Novo Banco” é curto” possuem uma distribuição platicúrtica (com valores de coeficiente de curtose inferiores a -1,96), ou seja verifica-se uma concentração baixa em redor de um ponto central.

O nome “Novo Banco”	M	Mo	Md	DP	CV	A	QA	C	CC
... refere-se a uma organização que atua no setor bancário/financeiro.	4,45	5	5	0,94	21,09	-1,92	-13,89	3,43	12,52
... fornece uma indicação relativamente à competência da organização.	2,57	3	3	1,13	44,21	0,20	1,42	-0,75	-2,74
... fornece uma indicação relativamente a uma renovação da organização.	3,82	4	4	1,12	29,16	-0,98	-7,13	0,47	1,72
... fornece uma indicação relativamente à motivação da organização para fornecer um melhor serviço.	3,10	3	3	1,21	39,20	-0,28	-2,01	-0,81	-2,96
... fornece uma indicação relativamente à qualidade das soluções oferecidas pela organização.	2,45	3	3	1,08	44,19	0,26	1,90	-0,54	-1,97
... fornece uma indicação relativamente à oferta de produtos e/ou serviços de excelência.	2,30	3	2	1,00	43,72	0,29	2,13	-0,59	-2,15
... fornece uma indicação relativamente à oferta de soluções eficazes.	2,37	3	2	1,04	43,80	0,25	1,80	-0,62	-2,26
... fornece uma indicação relativamente a um serviço baseado no conhecimento e competência dos seus colaboradores.	2,39	3	2	1,07	44,60	0,24	1,72	-0,64	-2,34
... fornece uma indicação relativamente ao fornecimento de um serviço que tem como base a valorização dos seus clientes.	2,41	3	2	1,06	44,03	0,16	1,18	-0,88	-3,21
... é moderno e atual.	2,95	3	3	1,25	42,48	-0,13	-0,97	-0,98	-3,58
... é curto.	3,30	3	3	1,22	37,06	-0,25	-1,82	-0,85	-3,10
... tem uma sonoridade agradável.	2,87	3	3	1,22	42,68	-0,02	-0,12	-0,95	-3,47
... é agradável de forma escrita.	2,88	3	3	1,23	42,62	-0,01	-0,09	-0,96	-3,50
... é familiar.	2,74	3	3	1,25	45,62	0,17	1,22	-0,97	-3,54
... é de fácil memorização.	4,09	5	4	0,97	23,84	-1,14	-8,24	1,10	4,01

Tabela 4 – Valores estatísticos relativos ao nome “Novo Banco”

5.4.2. Símbolo

A afirmação com média mais elevada (3,48) é a seguinte: “O símbolo do Novo Banco só tem a capacidade de representar a organização quando acompanhado do nome da marca”. Registe-se que a dispersão é considerada elevada (35,92%) porque se situa acima dos 30% e que o quociente de assimetria inferior a -1,96 (-3,68) se traduz numa distribuição assimétrica negativa, verificando-se, então, uma aproximação das medidas de tendência central ao valor máximo de distribuição (5). O coeficiente de curtose, inferior a -1,96 revela uma distribuição platicúrtica, característica de uma distribuição com variação de valores elevada.

As afirmações com valores de média mais baixos, 2,04 e 2,05, cabem, respetivamente, às afirmações “O símbolo do Novo Banco representa o elevado compromisso da organização para com os seus clientes” e “O símbolo do Novo Banco, isolado do logótipo, tem a capacidade de representar, por si só, a organização”. Ambas as afirmações se caracterizam por valores de dispersão acima dos 30% e pela distribuição assimétrica positiva, que manifesta a aproximação das medidas de tendência central ao valor mínimo de distribuição (1). Relativamente aos valores do coeficiente da curtose, dado que são inferiores em módulo a 1,96, conclui-se a existência de um achatamento mesocúrtico, logo, uma distribuição próxima da normal.

As restantes afirmações possuem valores de média entre os graus 2 e 3 da escala de Likert mas salientam-se as afirmações “O símbolo do Novo Banco evoca uma potência matemática” e “O símbolo do Novo Banco representa a ambição de ocupar uma posição de liderança no mercado” como as mais distanciadas (2,10 e 2,32 respetivamente). Também estas possuem uma dispersão acima dos 30%, facto comum a todas as afirmações relativas ao símbolo do Novo Banco e uma distribuição assimétrica positiva, que se caracteriza pela aproximação das medidas de tendência central ao valor mínimo de distribuição (1). No entanto, diferem nas conclusões a serem retiradas dos valores do coeficiente de curtose dado que a primeira afirmação diz respeito a um valor em módulo inferior a 1,96 pelo que se verifica um achatamento mesocúrtico, e a segunda afirmação, com um valor de coeficiente de curtose abaixo de -1,96, caracteriza-se pela distribuição platicúrtica (valores pouco concentrados em torno de um ponto central). As afirmações “O símbolo do Novo Banco representa transformação para a organização” e “O símbolo do Novo Banco evoca a ideia de renovação” salientam-se por possuírem o mesmo valor de média, 2,91. Ambas possuem um quociente de assimetria localizado entre os valores -1,96 e 1,96, logo, uma distribuição simétrica. A mesma distribuição simétrica encontra-se nas afirmações “O símbolo do Novo Banco representa as asas de uma borboleta”, “O símbolo do Novo Banco é fundamental para um reconhecimento mais eficaz do logótipo da organização” e “O símbolo do Novo Banco representa a agilidade da organização para enfrentar novos desafios”. Todas as afirmações mencionadas possuem valores de coeficiente de curtose inferiores a -1,96, pelo que verifica uma distribuição platicúrtica.

O símbolo do Novo Banco	M	Mo	Md	DP	CV	A	QA	C	CC
... representa as asas de uma borboleta.	2,69	1	3	1,39	51,75	0,24	1,72	-1,20	-4,38
... evoca uma potência matemática.	2,10	1	2	1,08	51,36	0,65	4,74	-0,49	-1,79
... representa o elevado compromisso da organização para com os seus clientes.	2,04	1	2	1,01	49,57	0,66	4,79	-0,36	-1,31
... representa a ambição de ocupar uma posição de liderança no mercado.	2,32	3	2	1,10	47,37	0,35	2,55	-0,76	-2,77
... isolado do logótipo, tem a capacidade de representar, por si só, a organização.	2,05	1	2	1,12	54,49	0,77	5,61	-0,39	-1,42
...só tem a capacidade de representar a organização quando acompanhado do nome da marca.	3,48	4	4	1,25	35,92	-0,51	-3,68	-0,67	-2,45
... é fundamental para um reconhecimento mais eficaz do logótipo da organização.	2,60	3	3	1,23	47,50	0,16	1,16	-1,00	-3,65
...representa transformação para a organização.	2,91	3	3	1,26	43,14	-0,05	-0,33	-1,01	-3,69
...evoca a ideia de renovação.	2,91	3	3	1,30	44,52	-0,02	-0,18	-1,09	-3,98
... representa a agilidade da organização para enfrentar novos desafios.	2,53	3	3	1,11	44,10	0,17	1,20	-0,76	-2,77

Tabela 5 – Valores estatísticos relativos ao símbolo do Novo Banco

5.4.3. Slogan

A afirmação que oferece um maior grau de concordância é “O slogan “um bom começo” traduz uma atitude otimista para a renovação da organização”, com média de 3,79. O valor de dispersão é 30,01%, pelo que, embora seja superior a 30%, ainda se possa considerar um valor de transição de uma dispersão média para uma dispersão elevada. O quociente de assimetria de -6,77 traduz-se numa distribuição assimétrica negativa, logo numa aproximação das medidas de tendência central ao valor máximo de distribuição (5). O coeficiente de curtose, abaixo de 1,96 em módulo revela uma distribuição mesocúrtica. A mesma leitura pode ser feita das afirmações “O slogan “um bom começo” evoca a ideia de transformação da organização”, “O slogan “um bom começo” incorpora as ambições do Novo Banco” e “O slogan “um bom começo” tem de estar associado ao nome Novo Banco para ser reconhecido”, com exceção relativamente aos valores do coeficiente da curtose. Se as duas primeiras afirmações se caracterizam, também, pela distribuição mesocúrtica, a terceira caracteriza-se pela distribuição platicúrtica (valores pouco concentrados num ponto central).

Com menor grau de concordância encontram-se as afirmações “O slogan “um bom começo” fornece indicações relativamente aos balcões que a organização possui”, com média de 2,20 e “O slogan “um bom começo” é associado, de imediato, ao Novo Banco”, com média de 2,27. Ambas as afirmações são caracterizadas pela dispersão elevada, pelos quocientes de assimetria superiores a 1,96, logo, característicos de uma distribuição

assimétrica positiva, onde os valores das medidas de tendência central se aproximam do valor mínimo de distribuição (1) e pelo coeficiente de curtose inferior a -1,96, indicativo de uma distribuição platicúrtica.

As restantes afirmações situam-se num registo intermédio entre os valores de média previamente mencionados. O coeficiente de variação caracteriza-se pela dispersão elevada em todas as afirmações. O quociente de assimetria revela uma distribuição simétrica dos resultados, dado que se situam entre os valores de -1,96 e 1,96 e os valores do coeficiente de curtose são, também, inferiores a -1,96, indicando uma distribuição platicúrtica.

O slogan "um bom começo"	M	Mo	Md	DP	CV	A	QA	C	CC
... fornece indicações relativamente aos produtos e serviços oferecidos pelo Novo Banco.	2,46	3	2	1,17	47,50	0,28	2,03	-0,90	-3,28
... fornece indicações relativamente ao capital humano (colaboradores e clientes) que a organização possui.	2,52	3	3	1,16	46,11	0,25	1,80	-0,83	-3,03
... fornece indicações relativamente aos balcões que a organização possui.	2,20	1	2	1,10	50,09	0,55	3,96	-0,55	-2,01
... fornece indicações relativamente à qualidade do serviço oferecido pelo Novo Banco.	2,76	3	3	1,20	43,40	-0,07	-0,53	-0,97	-3,54
...incorpora as ambições do Novo Banco.	3,54	4	4	1,13	31,90	-0,73	-5,31	-0,08	-0,29
...é associado, de imediato, ao Novo Banco.	2,27	1	2	1,29	52,87	-0,66	4,85	-0,78	-2,85
... tem de estar associado ao nome Novo Banco para ser reconhecido.	3,43	4	4	1,29	37,72	-0,51	-3,71	-0,78	-2,85
...traduz uma atitude otimista para a renovação da organização.	3,79	4	4	1,14	30,01	-0,93	-6,77	0,27	0,99
...evoca a ideia de transformação da organização.	3,56	4	4	1,21	33,95	-0,70	-5,07	-0,33	-1,20
... fornece indicações relativamente à competência da organização.	2,70	3	3	1,20	44,52	0,12	0,88	-0,93	-3,39
...afirma, claramente, a confiança no capital humano (colaboradores e clientes da organização).	2,84	3	3	1,23	43,40	-0,04	-0,28	-0,94	-3,43

Tabela 6 – Valores estatísticos relativos ao slogan "um bom começo"

5.4.4. Cor

A afirmação "A cor verde do logótipo do Novo Banco estabelece uma ligação com o passado da marca, ou seja, com o Banco Espírito Santo" obteve a média mais elevada entre as restantes (3,99). O coeficiente de variação situa-se acima dos 30% pelo que a dispersão se considera elevada, o quociente de assimetria, inferior a -1,96, traduz uma aproximação das medidas de tendência central ao valor máximo de distribuição (5) e o coeficiente de curtose revela uma distribuição leptocúrtica (dado que é superior a 1,96), verificando-se uma concentração elevada dos valores num ponto central. É possível fazer uma leitura semelhante da afirmação "A cor verde do logótipo facilita o reconhecimento da marca", com uma média de 3,81, da afirmação "A cor verde do logótipo do Novo Banco é um elemento fundamental do património da marca", com uma média de 3,59, e da afirmação "A cor verde do logótipo do Novo Banco significa esperança e novidade", com 3,38 de média, com exceção para a leitura do coeficiente da curtose. A primeira e a segunda afirmações são representativas de uma distribuição mesocúrtica (próxima da normal) e a terceira indica uma distribuição platicúrtica (porque possui um valor inferior a -1,96), podendo concluir-se uma variação elevada dos valores na distribuição.

"A cor verde do logótipo do Novo Banco significa riqueza, poder e estatuto" é a afirmação que revela um menor grau de concordância, como se lê pelo valor de média de 2,26. O coeficiente de variação mantém um valor acima dos 30%, à semelhança das afirmações anteriores, mas o quociente de assimetria destaca-se, relativamente a todas as afirmações sobre a cor, por ser o único valor acima de 1,96, revelando, portanto, uma distribuição assimétrica positiva, próxima dos valores mínimos de distribuição (1). O valor do coeficiente de curtose revela uma distribuição mesocúrtica (próxima da normal).

A cor verde do logótipo do Novo Banco	M	Mo	Md	DP	CV	A	QA	C	CC
... é um elemento fundamental do património da marca.	3,59	4	4	1,21	33,82	-0,64	-4,65	-0,42	-1,53
... estabelece uma ligação com o passado da marca, ou seja, com o Banco Espírito Santo.	3,99	5	4	1,08	27,00	-1,09	-7,93	0,65	2,37
... facilita o reconhecimento da marca.	3,81	4	4	1,14	30,02	-0,90	-6,53	0,13	0,47
... significa riqueza, poder e estatuto.	2,26	1	2	1,12	49,36	0,51	3,72	-0,50	-1,82
... significa esperança e novidade.	3,38	4	4	1,31	38,68	-0,51	-3,73	-0,82	-2,99

Tabela 7 – Valores estatísticos relativos à cor do logótipo do Novo Banco

5.4.5. Tipografia

Com média de 3,60, a afirmação “O tipo de letra utilizado no logótipo do Novo Banco é moderno” obteve o nível mais alto de concordância entre os respondentes. O coeficiente de variação (31,98%) revela uma dispersão elevada porque se situa acima dos 30%. Esta afirmação destaca-se das restantes pelo quociente de assimetria (-4,24), inferior a -1,96, que revela uma aproximação das medidas de tendência central ao valor máximo de distribuição (5) e pelo coeficiente da curtose, abaixo de 1,96 em módulo, característico de uma distribuição mesocúrtica (próxima da normal). Ainda com um valor de média acima do ponto central da escala de Likert, 3,01, está a afirmação “O tipo de letra utilizado no logótipo do Novo Banco transmite solidez”. A média de valor inferior, por comparação às restantes, (2,80) pertence à afirmação “O tipo de letra utilizado no logótipo transmite força”.

Todas as afirmações relativas ao tipo de letra possuem coeficientes de variação acima dos 30%, o que, como já foi referido, se traduz em dispersão elevada. Com a exceção da afirmação previamente mencionado, os quocientes de assimetria revelam distribuições simétricas, situando-se os diferentes valores entre -1,96 e 1,96, e o coeficiente da curtose inferior a -1,96 traduz-se numa distribuição platicúrtica, representativa da baixa concentração dos valores à volta do ponto central.

O tipo de letra utilizado no logótipo do Novo Banco	M	Mo	Md	DP	CV	A	QA	C	CC
... é moderno.	3,60	4	4	1,15	31,98	-0,58	-4,24	-0,37	1,35
... é indicador do profissionalismo da marca.	2,87	3	3	1,14	39,68	-0,04	-0,31	-0,59	-2,15
... transmite familiaridade.	2,89	3	3	1,14	39,37	-0,10	-0,74	-0,72	-2,63
... transmite solidez.	3,01	3	3	1,17	38,99	-0,22	-1,61	-0,78	-2,85
...transmite força.	2,80	3	4	1,15	41,12	-0,05	-0,35	-0,84	-3,07
...transmite estabilidade.	2,92	3	3	1,17	40,09	-0,17	-1,23	-0,80	-2,92

Tabela 8 – Valores estatísticos relativos ao tipo de letra do logótipo do Novo Banco

5.5. Palavras-chave da campanha de lançamento

No que respeita às palavras-chave que os inquiridos associam com maior facilidade à campanha de lançamento da identidade visual do Novo Banco, os resultados obtidos foram os seguintes: renovação (51,3%), começo (43,9%), transformação (38,5%), confiança (36,3%), futuro (30,9%), clientes (25,2%), competência (23,6%), empenho (20,4%), colaboradores (11,5%), balcões (7,3%), capital social (7%) e relação (7%).

5.6. Meios de comunicação

Relativamente aos meios de comunicação a partir dos quais os inquiridos conheceram a identidade visual do Novo Banco, os resultados obtidos foram os seguintes: noticiários televisivos (69,4%), publicidade na imprensa (44,6%), balcões do Novo Banco (31,8%), publicidade na rádio (18,5%) e canais digitais (17,5%).

5.7. Questão aberta

De carácter aberto, a última questão apresentava duas afirmações (“A primeira campanha do Novo Banco assinala o início de uma nova era para o banco. Confiança, proximidade e envolvimento são as ideias-chave de uma campanha que também destaca colaboradores e clientes”), retiradas, na íntegra, do *press release* lançado

pelo Novo Banco na altura em que foi lançada a primeira campanha de comunicação da nova marca, e pedia aos inquiridos que concordassem ou discordassem, justificando. Tendo conhecimento da reticência por parte da maioria das pessoas para responder a questões abertas, decidiu-se mantê-la mas sem o caráter de obrigatoriedade exigido ao restante questionário. No total, entre os 314 respondentes, o número de respostas a esta questão foi 150.

No tratamento de dados desta questão, o primeiro passo foi a realização de uma avaliação do significado afetivo inerente a cada uma delas. Para tal, além da avaliação das respostas entre positivas, negativas, ou neutras efetuada pela própria investigadora, foi pedido a três indivíduos alheios ao questionário que completassem a mesma tarefa. Nos comentários que não obtiveram um resultado de maioria, foi pedido a outros três indivíduos que realizassem a mesma tarefa, e assim sucessivamente, até ser atingido o tal resultado de maioria. Neste sentido, 74 dos comentários dos respondentes foram avaliados enquanto portadores de um significado negativo, 51 enquanto portadores de um significado positivo e 25 enquanto portadores de um significado neutro.

A seguir, foram contabilizadas as palavras-chave de cada comentário que, posteriormente, foram categorizadas em diferentes categorias, de forma a englobar palavras ou expressões de significado sinónimo e/ou associado.

Tendo em conta o enunciado, por uma questão de lógica associativa, independentemente da categoria onde se inserem os comentários, as palavras “confiança”, “proximidade”, “envolvimento”, “colaboradores” e “clientes” aparecem, de forma geral, ao longo dos diferentes comentários, diferindo no número por categoria.

	Categorias	Número	Categorias	Número
Comentários positivos (51)	Confiança	28	Renovação	9
	Proximidade	13	Relação	7
	Envolvimento	9	Transformação	6
	Clientes	28	Sobre a campanha	5
	Colaboradores	13	Nova era	5
	BES	22	Informação	4
	Marcadores positivos	15	Mudança	3

Tabela 9 – Número de palavras-chave e categorias dentro dos comentários positivos

	Categorias	Número	Categorias	Número
Comentários negativos (74)	Confiança	30	Contexto político/jurídico	13
	Proximidade	13	Renovação	5
	Envolvimento	11	Transformação	1
	Clientes	18	Nova era	9
	Colaboradores	3	Informação	7
	BES	68	Polémica	2
	Corrupção/Fraude	5	Carga negativa	43
	Sugestões	32		

Tabela 10 – Número de palavras-chave e categorias dentro dos comentários negativos

	Categorias	Número	Categorias	Número
Comentários neutros (25)	Confiança	6	BES	3
	Proximidade	3	Banalização das características	2
	Envolvimento	3	Nova era	2
	Clientes	5	Outras	7
	Colaboradores	2		

Tabela 11 – Número de palavras-chave e categorias dentro dos comentários neutros

6. DISCUSSÃO DOS RESULTADOS E CONCLUSÕES

A análise dos dados recolhidos relativamente ao nome “Novo Banco” permitiu concluir que os respondentes não reconheceram os benefícios oferecidos pela organização nem identificaram a maior parte das características semânticas a que os nomes devem obedecer. Contudo, são praticamente unânimes ao concordar que este representa o produto/serviço oferecido pela organização e conseguem ler, no nome, aspetos do novo posicionamento da marca, nomeadamente, transformação e renovação, passando a associação competência despercebida por comparação. Reconheceram, ainda, que o nome é de fácil memorização, o que sendo notoriamente positivo levanta, ao mesmo tempo, uma questão: será o nome recordado pela sua construção eficaz ou devido ao forte rácio noticioso? O balanço geral é de que o nome obedece, de acordo com a perceção pública, a alguns fatores que devem ser levados em conta na sua construção.

A intenção da marca ao escolher o símbolo era de que este representasse elevação, ambição e agilidade. Partia da reinterpretação das asas da borboleta da primeira campanha, que representava transformação e capacidade de renovação, e seria representado como uma potência matemática, que traduziria o elevado compromisso da equipa do Novo Banco para reocupar uma posição de liderança no mercado. No entanto, a ideia mais consensual relativamente ao símbolo é que este não tem capacidade para representar a organização, quando isolado do logótipo, o que é negativo porque o símbolo deve atuar como elemento identitário. De resto, não foi considerado que o símbolo representasse as ambições da organização nem que possuísse os vários significados pretendidos pelo Novo Banco. O erro na conceção do símbolo pode derivar da excessiva complicação e metaforização, ao tentar embutir diversos significados que partem de outros significados, resultando num desenho confuso e que passa despercebido, pois, de outra forma, mesmo que confuso, seria reconhecido quando visto isolado do logótipo.

O *slogan* adotado pretendia transmitir o início de uma nova era para uma marca que, mesmo começando do zero, já tinha os balcões, os clientes e, principalmente, colaboradores competentes e experientes. Os resultados não se destacaram positivamente quanto aos elementos clientes, colaboradores e serviço prestado, mas ainda forma mais negativos quanto aos balcões. Os respondentes, de uma forma geral, não reconhecem o *slogan* quando apresentado isolado do nome da marca, pelo que se conclui que este não contribui para o aumento da notoriedade da marca. Não obstante, consideraram que o *slogan* é representativo das ambições do Novo Banco e leram neste aspetos do posicionamento da marca, ou seja, as ideias de renovação e transformação, sendo a competência o menos percecionado.

A cor é o elemento que oferece, de forma geral, uma totalidade de resultados positivos. Relembre-se que a permanência do tom verde pretendia representar o património inerente à marca. Os respondentes interpretaram, maioritariamente e de forma positiva, a cor verde como um elemento fundamental do património da marca e que atua como elo de ligação ao BES, além de lerem novidade e esperança no tom escolhido. Consideraram, ainda, que a cor é fundamental para facilitar o reconhecimento da marca.

Relativamente ao tipo de letra, destacou-se a perceção de modernidade adjacente mas todas as outras associações à tipografia deste logótipo adquiriram valores medianos, o que denotou a inexistência de uma opinião clara e definida relativamente a este elemento.

É pertinente, agora, analisar a identidade visual como um todo, e em contraponto com as intenções preconizadas pela marca. A organização partiu da premissa que o “novo” no nome trazia consigo a oportunidade de mostrar que o Novo Banco é um banco atual, com motivação e competência para superar os desafios e recuperar a posição no mercado. E, de facto, é esta a perceção mais generalizada, como se concluiu pelas ideias de renovação e transformação suscitadas nos respondentes.

A cor, o tipo de letra e o símbolo devem, também, ser analisados em conjunto, mediante a afirmação da marca de que a cor era o elemento base de toda a identidade visual, que viveria da tensão positiva entre a solidez do tipo de letra e a leveza do símbolo. A escolha do tom verde foi uma escolha acertada (a mais acertada) porque a perceção do público e a ideia da organização vão ao encontro uma da outra. No entanto, não deixa de ser curiosa a implicação de tensão positiva entre a tipografia e o símbolo porque nenhum dos dois elementos encontrou a mesma sintonia verificada na cor, sendo, ainda assim, o símbolo a escolha mais infeliz. A implicação de complicação de significados no símbolo aplica-se também a esta sinergia que o Novo Banco queria fomentar. Os significados são uma componente fortíssima de qualquer identidade visual. Kohli *et al.*

(2002) afirmou que as pessoas procuram significados nos logótipos mas, neste caso, a significação traiu a clareza que estes devem ter.

É de registar, ainda, a coerência entre o nome e *slogan*, dado que ambos transmitem as mesmas ideias de renovação e transformação, mas falham na transmissão dos atributos possuídos pelo Novo Banco, especialmente no que diz respeito aos colaboradores e à sua experiência.

Clow e Baack (2007), incluídos no trabalho de Forsstrom (2009), defendem que um bom logótipo deve obedecer a quatro características: ser facilmente reconhecido, familiar, possuir um significado consensual dentro do público-alvo a que se dirige e evocar sentimentos positivos. Aplicando estas quatro características ao caso do Novo Banco, é seguro afirmar a evocação de sentimentos positivos através do nome e do *slogan*. Quando ao significado consensual, o caso muda de figura, olhando à complicação de sinergias e à escolha infeliz do símbolo. O facto de ainda ser uma marca recente não permite grandes observações à sua familiaridade que, aqui, pode ser confundida com reconhecimento. É indiscutível que o logótipo é facilmente reconhecido, no seu conjunto, mas tal pode não se dever inteiramente à sua conceção mas à sua projecção mediática.

Esta ideia de projecção mediática remete-nos para as consequências da crise no BES. Olhar à identidade visual e ignorar esta componente, além de incompleto, não responderia aos objetivos da investigação.

Excedendo as expectativas iniciais, foram conseguidas 150 comentários na questão aberta, optativa, e cujo conteúdo coloca o BES como ponto de partida para qualquer opinião, direta ou indiretamente. O número de comentários portadores de significado afetivo negativo (74) é, claramente, maior do que o número de comentários portadores de significado positivo (51) permitindo concluir que a crise no BES ainda influencia a imagem do Novo Banco e que teve como consequência direta e imediata a diminuição do número de clientes do Novo Banco, aferida por esta investigação (cerca de 10%).

Os comentários negativos sobressaíram pela predominância de referências ao BES, pela inclusão de palavras com uma carga emotiva negativa muito forte e pelas sugestões, pronunciadas em tom de descrença e ceticismo. Verificaram-se as conclusões de Van der Meer e Verhoeven (2014) de que uma crise gera fortes sentimentos de raiva. Comprovaram-se, também, as conclusões de Coombs (2007a) de que numa crise que se caracteriza pela intenção (má conduta por parte dos responsáveis da organização), a responsabilidade da crise ativa reações afetivas que ameaçam a reputação da organização. Ficou patente nos comentários negativos esta ideia de responsabilização pelos prejuízos originados pela crise no BES, de atribuição de culpa ao anterior presidente Ricardo Salgado, bem como o papel dos poderes jurídico e político em toda a situação.

Já quanto aos comentários positivos, foi curioso constatar o surgimento em grande número das menções ao BES, que provam que, apesar da(s) palavra(s) serem as mesmas, um diferente significado afetivo origina uma diferente conclusão. Relembremos a afirmação de Muijen (2004) de que a aplicação do significado está dependente do contexto comunicativo, das relações sociais e do contexto cultural e de que a análise do significado não tem, necessariamente, uma relação direta com a palavra ou frase em si, mas sim com a forma de expressão.

Para finalizar, a identidade visual do Novo Banco não foi suficientemente eficaz enquanto resposta de comunicação de crise. Por um lado, determinados componentes desta nova face não são claros o suficiente, oferecendo dúvidas de interpretação e, principalmente, de concordância relativamente àquilo que deveria significar e não parece significar. Contudo, grande parte desta ineficácia deriva das consequências da crise no BES, ainda muito presentes na mente do público. A passagem do tempo certamente beneficiará a marca se os assuntos relacionados com o BES começarem a desaparecer da esfera pública, o que só deverá acontecer depois da resolução de questões pendentes, que ainda provocam insegurança relativamente ao Novo Banco. Também a passagem do tempo favorecerá a identidade visual do banco porque, independentemente da falta de clareza de alguns elementos, o fator familiaridade levará ao acréscimo de habituação relativamente a esta.

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O *Empowerment* Feminino na Publicidade: um estudo exploratório sobre as percepções e atitudes dos consumidores.

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Abstract

A publicidade influencia as atitudes e comportamentos das audiências designadamente em relação aos estereótipos de género. Os profissionais de marketing têm sido alvo de críticas no que toca à falta de sensibilidade para refletir na publicidade as mudanças de papéis de género. Para tentarem responder a essas exigências por parte dos consumidores, têm surgido cada vez mais campanhas publicitárias que, em vez de perpetuarem estereótipos de género, salvaguardam as capacidades e confiança da mulher e desenvolvem um discurso de poder feminino e igualdade em relação ao género masculino: esta tendência foi recentemente denominada de *Femvertising*. Tendo já sido comprovada uma influência positiva nas vendas, impõem-se questões sobre o real posicionamento da marca e a genuinidade das suas preocupações éticas.

Este estudo procura perceber a atitude dos consumidores face ao *empowerment* feminino na publicidade através da análise de conteúdo de comentários do *Youtube* de quatro campanhas pro-mulher e de um grupo de foco.

Keywords

Empowerment, Femvertising, Publicidade

1. INTRODUÇÃO

O uso persuasivo da televisão e a sua influência nas atitudes e nas percepções das audiências, geraram um aumento das críticas aos profissionais de marketing devido à sua falta de sensibilidade para refletir as mudanças dos papéis de género na publicidade (Goffman, 1979). Tendo em conta a constante luta dos consumidores, muitas vezes feita através das redes sociais, contra a publicidade sexista, têm surgido cada vez mais campanhas publicitárias pro-mulher que em vez de perpetuarem estereótipos de género salvaguardam as capacidades e confiança da mulher desenvolvem um discurso de poder feminino e igualdade em relação ao género masculino (Zmunda e Diaz, 2014).

Este novo género de campanhas publicitárias foi recentemente denominado de *femvertising*, junção das palavras *feminism* com *advertising*, devido à incorporação de valores feministas. A apropriação do feminismo pela publicidade torna-se pouco surpreendente tendo em conta que os publicitários conseguem ler e responder aos sinais do tempo e da mudança, neste caso as críticas por parte das feministas nos anos 70 e 80 contra a publicidade sexista bem como elementos da progressiva mudança social (Dyer, 1982; Goldman, 1992; Williamson, 2003).

Usar o feminismo para vender produtos às mulheres pode vir através da capitalização de uma tendência, sem apoiar verdadeiramente a causa e sem compreender o movimento (Fineman, 2014) – Com cada vez mais marcas a utilizarem esta estratégia impõem-se as questões: quais são as percepções e as atitudes dos consumidores perante este fenómeno: dada a controvérsia a volta do tema do *femvertising*, torna-se crucial compreender e prever o comportamento do público-alvo a estímulo publicitário; Até que ponto esta tendência é usada apenas para vender produtos? Os objectivos deste paper passam por compreender se o *femvertising* é compreendido como uma “mudança cultural” ou se se baseia apenas na capitalização de uma tendência para vender produtos às mulheres; compreender se estas campanhas publicitárias promovem uma mensagem positiva da perspectiva do consumidor e perceber o nível de autenticidade do *empowerment* feminino na publicidade do ponto de vista do consumidor.

2. METODOLOGIA

O objetivo deste estudo de investigação passa por avaliar as percepções e as atitudes dos consumidores face ao *empowerment* feminino na publicidade. A percepção consiste em interpretar e organizar uma sensação/estímulo (Lindsay e Norman, 1977) e por atitude compreende-se o conhecimento e desenvolvimento de sentimentos positivos ou negativos sobre um objecto ou actividade (Pride e Ferrell, 1991) e pode ser visto como uma avaliação global que exprime o quanto nós gostamos de um assunto, pessoa, objecto ou acção (Petty, Unnava e Strathman, 1991).

Tendo em conta os objectivos propostos e as questões a que se pretendem responder, optou-se por dividir a recolha de dados em dois processos. Inicialmente foi feita uma análise de conteúdo de comentários do *Youtube*, correspondentes a quatro campanhas publicitárias pro-mulher de 2014/2015: “Not Sorry | #ShineStrong Pantene”; “Always #LikeAGirl”; “Gillette Venus: #Useyourand”; “Dove: Choose Beautiful”. A segunda fase da recolha de dados foi feita através de um *focus group*. Trata-se assim de uma pesquisa de natureza qualitativa que tem como objetivo interpretar fenómenos em termos dos significados que as pessoas dão aos mesmos (Denzin e Lincoln, 2005). O facto de o *femvertising* ser um fenómeno recente e pouco investigado, faz desta uma investigação de cariz exploratório.

A informação presente nos comentários do *Youtube* foi distribuída pelas categorias identificadas na revisão de literatura através do *software Nvivo* e da funcionalidade *Ncapture* que permitiu recolher uma amostra de comentários em cada uma das campanhas.

Durante a revisão de literatura foram identificadas algumas categorias que representam um determinado tópico onde vão ser armazenadas informações relativas ao mesmo:

1. Feminista (Adweek, 2014; Stamper, 2014)
2. Pseudo-feminista (Stamper, 2014; Goldman, Heath e Smith, 1992);
3. *Empowering* (Lazar, 2006);
4. Motivador, inspirador, emocional (Hunley e Boyer, 2015);
5. Capitalização da tendência (Meredith, 2014);
6. Desacordo com o produto vendido (Fineman, 2014);
7. Desconhecimento do produto vendido (Hunley e Boyer, 2015);
8. Exploração (Maclaran, 2012)

Foram adicionadas outras categorias presentes nos comentários do *Youtube* que se revelaram pertinentes para a presente investigação, nomeadamente:

1. Confuso;
2. Inautêntico;
3. Género masculino negligenciado;

Foram analisados 3353 comentários e codificadas 905 referências (ver Tabela 1).

Tabela 1: Base de dados: nº de comentários analisados e codificados.

Campanhas/Comentários	Analisados	Codificados
<i>Always #LikeAGirl</i>	1000	124
<i>Dove: Choose Beautiful</i>	1023	287
<i>Not Sorry ~ #ShineStrong Pantene</i>	454	386
<i>Gillette Venus: #UseYourAnd</i>	876	108
TOTAL	3353	905

O *focus group* constituiu o segundo processo da análise qualitativa. A informação contida nos comentários do *Youtube* foi cruzada com a informação recolhida na revisão de literatura, de forma a construir o guião do *focus group*, que constitui a segunda parte da pesquisa.

Tratando-se de uma pesquisa exploratória, o *focus group* é a ferramenta de recolha de dados mais apropriada para a pesquisa. Os grupos de foco são uma forma de entrevista em grupo que tem como objetivo a comunicação entre os participantes a fim de gerar dados acerca da pesquisa em questão (Kitzinger, 1995).

Optou-se por usar uma amostra não probabilística por julgamento. Os membros do *focus group* foram escolhidos tendo como principal característica a capacidade crítica dos mesmos. O tamanho do grupo compreendeu 8 pessoas: seis do sexo feminino e dois do sexo masculino. Apesar do público-alvo das campanhas se centrar nas mulheres, foram incluídos dois participantes do sexo masculino de forma a obter uma diferente perspectivas e pontos de vista.

3. REVISÃO DE LITERATURA

A investigação dos estereótipos de género na publicidade já tem vindo a ser feita há cinco décadas (Zotos e Tsihla, 2014), motivada por várias contingências sociais e históricas como a ascensão do movimento mulheres na década de 1960 (Zotos e Lysonski 1994; Plakoyiannaki e Zotos 2009; Tsihla e Zotos 2013); a crescente tendência das mulheres a frequentarem o ensino superior; a sua crescente participação no mercado de trabalho e a reivindicação de cargos altos e executivos (Zotos, 2014). O aumento da independência financeira das mulheres significa que estas se tornaram públicos-alvo para novos produtos e forçaram a reconsideração de antigos modos de representação (Douglas, 1994; Heath e Potter, 2005; Lazar, 2006). Como resultado, as considerações éticas e preocupações em relação à sua representação na publicidade, tornam-se relevantes (Zotos e Tsihla, 2014).

Em finais de 1970 até finais de 1980, os publicitários reconheceram as mudanças sociais e começaram a incorporar regularmente muitos temas de libertação e de *empowerment* que ainda prevalecem nos dias de hoje (Betterton, 1987). O relacionamento entre o feminismo e marketing pode ser ilustrado pela campanha publicitária de Edward Bernays que usou o *empowerment* feminino para encorajar as mulheres a fumar. Empregado pela empresa de cigarros Lucky Strike em 1928 para expandir as suas vendas, Bernays procurou superar um enorme tabu social do tempo que só permitia que as mulheres fumassem em espaços privados. O objetivo de Barneys passou por conectar o cigarro aos sentimentos de independência feminina. Desta forma, conseguiriam atingir as mulheres e consequentemente aumentar as vendas. A esta nova marca aliou-se um forte slogan: “*We’ve come a long way baby. Virginia Slims... at least a cigarette we call our own*” (Talbot, 2000, p.180). Durante toda a campanha, o tabagismo foi igualado a um conjunto de características que tinham como objetivo capturar e a seduzir a essência de mulheres nesta nova era de igualdade – independência, *glamour* e libertação (Rosen, 2013). Esta campanha altamente bem-sucedida é vista como tendo um efeito duradouro sobre as mulheres fumadoras e sobre futuras campanhas publicitárias (Maclaran, 2012) (ver Figura 1).

Em muitos aspectos, esta campanha está no centro dos debates entre feminismo e o marketing: é a exploração ou *empowerment*? Esta questão tem também gerado argumentos de longa data, sobre o papel do marketing na causa do feminismo (Maclaran, 2012).



Figura1- Lucky Strike; "You've come a long way, baby", 1960.

Fonte: Biloshmi, 2013, p.11

1.1.O *Femvertising*

Nos últimos anos, o movimento feminista tem-se manifestado contra a marginalização da mulher na publicidade, através do conceito de *femvertising* estabelecido recentemente (Davidson, 2015). O *femvertising*, junção das palavras *feminism* e *advertising*, é um género especial de conteúdo que utiliza slogans de *empowerment* feminino; a mensagem em questão toma o lugar central enquanto o nome da empresa aparece como uma reflexão tardia e os próprios produtos vendidos ficam muitas vezes por referir (Stamper, 2014). Os vídeos acumulam milhões de visualizações no *Youtube* e são criados de forma a motivar, inspirar e criar uma ligação emocional com os consumidores (Hunley e Boyer, 2015).

Os profissionais discutiram o tema do *femvertising* e como este tem moldado a forma como as marcas abordam as consumidoras. No dia 2 de Outubro de 2014, a *Adweek* (uma publicação semanal de comércio, negócio e publicidade dos Estados Unidos) organizou um painel de discussão dedicado ao tema do *femvertising*. A pesquisa mostrou que a tendência produz resultados satisfatórios para as marcas – tendo em conta que as mulheres controlam 85% das decisões de compra das famílias, 52% das mulheres entrevistadas admitiram comprar um produto porque gostaram da forma como o anúncio publicitário retratava as mulheres; 81% das inquiridas defenderam que os anúncios pró-mulher são importantes para as gerações futuras (#Femvertising, Abril 2015, iBlog Magazine, p.16 e 17).

A expressão *girl power* tem sido outro termo utilizado para descrever estas campanhas publicitárias. O feminismo é um termo muitas vezes e pouco compreendido pelo público em geral (Simonsen, 2015).

Alguns críticos têm apontado a prática como *pseudo-feminista* que tem apenas como único objetivo a compra de mais produtos de beleza ou de limpeza pelas mulheres (Stamper, 2014). O *femvertising* acaba por ser uma tendência perigosa não só para as marcas por trás dessas mensagens simbólicas, mas para o próprio movimento feminista (Fineman, 2014). Para o sucesso de uma campanha publicitária, Fineman (2014) defende que há uma maior necessidade de compromisso das empresas com a causa referindo: “Inauthentic support cheapens the idea of women’s equality, and that is dangerous not only for the purveyors of business behind those token messages, but to the feminist movement itself. Too many attempts to “market to women” seem to me to turn female power into a commodity — or at least, reduces female power into something mostly good for buying more commodities.” (When not to use Feminism to Sell Stuff to Women, 1 de Outubro 2014, Harvard Business Review). Muitas campanhas publicitárias não combatem os estereótipos negativos levados pelo anúncio e a mensagem que as marcas tentam transmitir estão muitas vezes em desacordo com o produto vendido, nomeadamente quando se tratam de marcas de produtos de beleza (Fineman, 2014).

Há um grande fascínio em “capitalizar” tendências em nome de uma marca corporativa. Para Fineman (2014), trazer discutir questões feministas e tentar combater os estereótipos de género e o sexismo na publicidade é positivo, no entanto, também pode levar a riscos significativos se isso estiver a ser feito em nome dos lucros e das vendas. Se esta não for genuína sobre a causa, ou não compreender o problema, tentar usar o feminismo vai ter o efeito oposto do pretendido e poderá confundir o consumidor. Quanto mais as mensagens se encaixam nos ideais e nos valores da empresa, mais eficaz vai ser a conexão com os consumidores. É necessário que as empresas pensem além da mensagem usada nos anúncios publicitários.

As mulheres agora mais do que nunca têm um grande poder de compra e a publicidade direccionada para as mulheres faz sentido uma vez que, tradicionalmente, estas são ligadas às despesas da família sendo responsáveis pela maioria das decisões de compra (Davidson, 2015). Ao apelar tão abertamente ao poder desse grupo para vender mais produtos, as marcas correm o risco de não escolherem a melhor forma de atingir o público-alvo (Fineman, 2014).

Para além disso, adotar a estratégia poderá ser um movimento arriscado para as marcas porque grande parte destas campanhas publicitárias não divulgam nenhum produto em concreto, o que poderá ser confuso para o consumidor. O marketing existe, em parte, para ajudar os consumidores a compreender os benefícios de determinados produtos e serviços para que eles possam fazer escolhas informadas (Williamson, 1978; Jhally, 1987). Quando as empresas se esquecem de comunicar as potencialidades e a capacitação dos seus produtos, os consumidores não possuem as informações necessárias para fazer escolhas, o que se torna uma tática muito arriscada para as marcas. As empresas que fazem ambos - informar e capacitar - estão melhor posicionadas para apoiar a causa e para satisfazer as necessidades do consumidor (Hunley e Boyer, 2015).

4. COMPONENTE EMPÍRICA

4.1. Análise de dados: Comentários do Youtube

Após serem comparados os resultados da análise de conteúdo dos comentários do *Youtube* e do grupo de foco, foi possível verificar algumas similaridades. Apesar de serem campanhas que agradam a grande maioria dos consumidores, há determinados especificidades que precisam ser tidas em conta nomeadamente a autenticidade, o produto, a inclusão de elementos do sexo masculino e, o mais importante, a mensagem.

Tabela 2- Resultados da análise de conteúdo (comentários do Youtube)

Categorias	A	B	C	D	Total
1. Capitalização da tendência	10	35	9	2	56
2. Confuso	1	0	3	51	55
3. Desacordo com o produto vendido	0	16	41	2	59
4. Desconhecimento do produto vendido	1	1	0	0	2
5. <i>Empowering</i>	23	32	73	3	131
6. Exploração	2	7	0	0	9
7. Feminista	21	8	4	30	63
8. Género masculino negligenciado	9	47	7	1	64
9. Inautêntico	7	7	0	0	14
10. Motivador, inspirador, emocional	50	134	249	18	451
11. <i>Pseudo-Feminista</i>	0	0	0	1	1

Notas: **A:** *Always #LikeAGirl - YouTube Comments*; **B:** *Dove Choose Beautiful ~ Women all over the world make a choice - YouTube Comments*; **C:** *Gillette Venus~ #UseYourAnd - YouTube Comments*; **D:** *Not Sorry ~ #ShineStrong Pantene - YouTube Comments*

4.1.1. Conexão emocional e empowerment

Durante a análise de conteúdo dos comentários do *Youtube*, foi possível verificar que o *Femvertising* é vantajoso para as marcas, grande parte devido à conexão emocional que a marca estabelece com os consumidores. A maioria dos comentários analisados foram codificados nas categorias “*Empowering*” e “*Motivador, Inspirador e Emocional*”, com 131 e 451 respetivamente (ver Figura 1). A tendência é, no geral, bem recebida. As campanhas que foram mais bem-sucedidas a estabelecer uma conexão emocional com o consumidor foram as campanhas da *Dove* e da *Gillette Venus*.

Relativamente à categoria “*Empowering*”, a campanha da *Gillette Venus* é a campanha com mais referências codificadas na mesma. Nos comentários foi possível verificar que meninas e mulheres se sentiram capacitadas através da mensagem que a marca tentou transmitir. Relativamente à campanha da *Dove*, os comentários codificados na categoria “*Empowering*” mostraram sobretudo uma influência positiva na percepção de beleza que as mulheres têm delas mesmas. A campanha com menos referências codificadas em “*Empowering*” foi a campanha da *Pantene*, com apenas 3 referências. Os consumidores acusaram a marca de não conseguir transmitir a mensagem correctamente. Quando isso acontece o objetivo inicial que seria o *empowerment* feminino tem o efeito contrário.

No *focus group*, todos os entrevistados concordaram que as campanhas estabelecem uma ligação a nível emocional com os consumidores e que contribuem para a igualdade de género. Os entrevistados afirmaram que a publicidade têm influência principalmente nos mais novos e aquilo que vemos na televisão e em casa acaba por influenciar a forma como pensamos sobre determinados assuntos nomeadamente a igualdade de género. A campanha que, para os entrevistados, cumpriu melhor os objectivos foi a campanha da *Always #LikeAGirl* nomeadamente no que toca ao *empowerment*, concordância com o produto e genuinidade: Todos os entrevistados expressaram assim uma atitude positiva em relação ao *femvertising*.

É possível concluir que, apesar de todos os riscos envolvidos quando a marca tenta utilizar a estratégia do *empowerment* feminino nas suas campanhas, a ligação e a conexão emocional foi a atitude que prevaleceu na análise dos comentários das quatro campanhas seleccionadas.

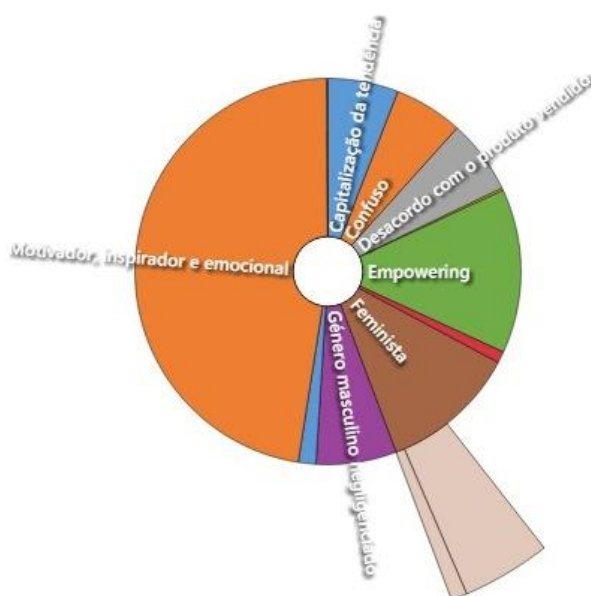


Figura 2- Comparação dos nodes

Fonte: Nvivo output

4.1.2. Genuinidade das preocupações éticas da marca

Nas campanhas analisadas, as marcas foram acusadas de não estarem completamente envolvidas no movimento da emancipação da mulher e de não serem genuínas em relação à mensagem que estão a tentar transmitir que tem como único objetivo um aumento das vendas. Para tal, foi identificada a categoria “Capitalização da tendência”. Na campanha da *Dove*, dos 1023 comentários extraídos pelo *Ncapture*, foram codificadas 35 referências na categoria “Capitalização da tendência”, registando-se assim o maior número de referências codificadas na mesma em comparação com as restantes campanhas (ver Figura 3). Esta discrepância em relação às outras campanhas pode ter explicação assente no facto de a *Dove* ser pioneira nos anúncios publicitários pro-mulher, com a campanha *Real Beauty*, o que a torna mais vulnerável às críticas por parte dos consumidores.

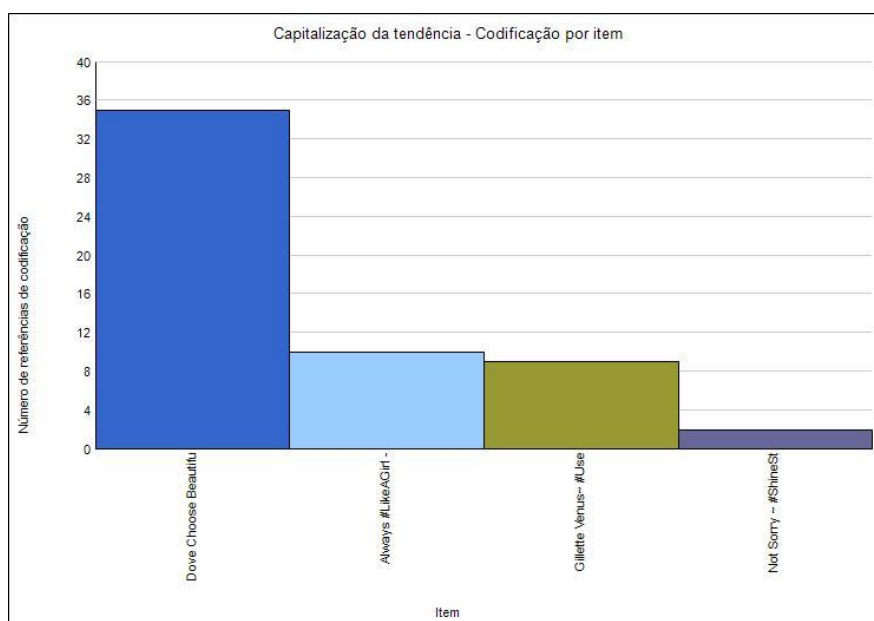


Figura 3- Número de referências de codificação na categoria “Capitalização da tendência”

Fonte: Nvivo output

No *focus group* os entrevistados realçaram a importância da igualdade de género na política de funcionamento das empresas que adotam este tipo de campanhas publicitárias pró-mulher:

É necessário que as marcas desenvolvam mensagens que estejam em desacordo com a marca e com os valores da mesma e que a política da empresa reflita essa mesma mensagem. Seria também compensador para as marcas desenvolverem actividades para além das campanhas que confirmem o compromisso da marca com a igualdade de género. Desta forma, todas as campanhas serão mais eficazes e compreendidas pelos consumidores.

4.1.3. Desacordo/desconhecimento do produto e da marca

Fineman (2014) defendeu que a mensagem que as marcas por vezes tentam transmitir, estão em desacordo com o produto que as mesmas estão a vender, nomeadamente no que toca a produtos de beleza. Foi possível comprovar a ideia defendida por Fineman (2014), uma vez que grande maioria das referências codificadas na categoria “Desacordo com o Produto Vendido” correspondem à campanha B e C, *Dove* e *Gillette Venus*.

A grande maioria das referências codificadas na categoria “Desacordo com o Produto Vendido” pertencem à campanha da *Gillette Venus* (ver Figura 4). A campanha incentiva as mulheres a livrarem-se das “caixas” onde foram inseridas e a serem elas mesmas independentemente das limitações que lhes são impostas, nomeadamente relacionadas com os papéis de género. Uma das principais críticas por parte dos consumidores passa pelo facto de, a *Gillette Venus*, vender produtos de depilação sendo o ato de depilar um rótulo e um padrão imposto ao sexo feminino. Os consumidores concordam que a mensagem que a marca tenta transmitir está em total desacordo com o produto que vende. Apesar da campanha da *Gillette Venus* ser a campanha mais bem sucedida no que toca à ligação emocional com os consumidores, é também a campanha mais acusada pelos consumidores de incoerência no que toca ao produto e à mensagem.

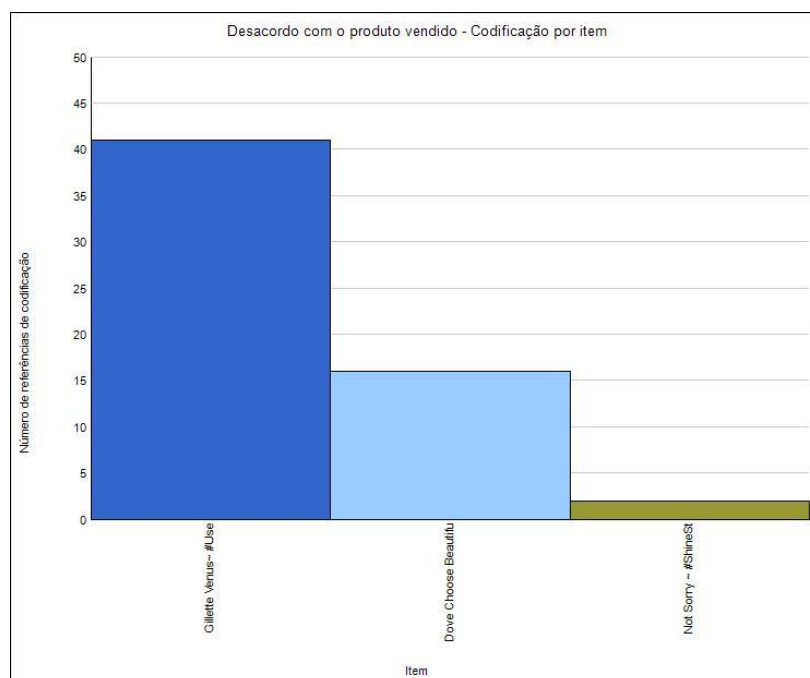


Figura 4- Número de referências de codificação na categoria “Desacordo com o acordo vendido”

Fonte: Nvivo output

Em todas as campanhas seleccionadas, não é divulgado nenhum produto em específico, no entanto, os consumidores revelaram conhecimento acerca dos produtos vendidos pelas marcas A, B, C e D. Tal pode ser justificado pelo posicionamento que as marcas ocupam no mercado. Apenas foram codificadas 2 referências na categoria, 1 na campanha A e 1 na campanha B.

No *focus group*, os entrevistados revelaram facilidade no esquecimento das marcas por detrás destas campanhas. Todos eles conheciam campanhas similares mas revelaram que não se recordavam da marca. Há assim uma lembrança da mensagem mas um desconhecimento da marca e consequentemente do produto. Apesar de todos os entrevistados conhecerem a maioria das marcas correspondentes às campanhas analisadas, grande parte afirmou que uma melhor demonstração do produto poderia influenciar a sua decisão de compra. Outros entrevistados defenderam ser irrelevante uma melhor demonstração do produto tendo em conta o posicionamento das marcas em questão e a importância de focar apenas a mensagem.

Concluindo, é importante que as marcas desenvolvam mensagens que estejam em acordo com o produto que vendem, mesmo que não estejam a vender um produto em específico na campanha. Quando estas mensagens não estão de acordo com o produto, a mensagem acaba por ser incoerente e a marca fica sujeita a acusações de ingenuidade por parte dos consumidores. Para além disso, o sucesso de uma campanha publicitária que adote o *empowerment* feminino está também dependente do posicionamento da marca no que diz respeito ao reconhecimento não só da mensagem mas também da marca e do produto.

4.1.4. Percepção de valores feministas nas campanhas

A tendência do *femvertising* é perigosa para o movimento Feminista. A campanha da *Pantene* é a que mais referências codificadas tem para a categoria “Feminista”: 56 utilizadores têm assim a percepção de que a campanha transmite valores feministas e dentro desses 56, 25 referem-se ao termo “Feminista” como algo negativo enquanto que apenas 1 se refere ao termo de forma positiva (ver Figura 5). Os restantes não expressam nenhuma atitude em concreto. A campanha que tem o feedback menos positivo no geral, é a campanha que, para os consumidores, divulga valores feministas, o que confirma a falta de conhecimento e compreensão do tema.

Este resultado foi confirmado no *focus group* onde os entrevistados revelaram que a palavra feminista é bastante mal compreendida, tal como foi afirmado anteriormente e que não é vantajoso para as marcas associarem o termo às suas campanhas. Todos os entrevistados tiveram a percepção de que as campanhas tentavam divulgar valores feministas, no entanto nem todas as campanhas foram bem-sucedidas. Os participantes revelaram que há campanhas que não conseguem fazer passar os valores da melhor forma, nomeadamente a campanha da *Pantene*.

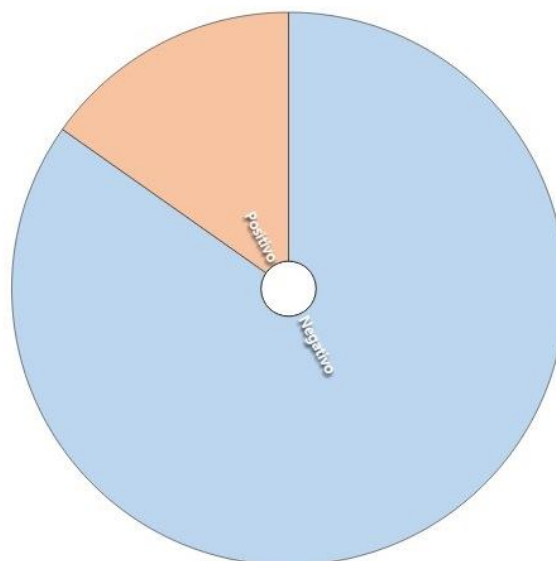


Figura 5- Gráfico comparativo: Feminista (Positivo e Negativo).

Fonte: Nvivo output.

4.1.1. Inclusão de elementos do sexo masculino

Em todas as campanhas surgiam inúmeras críticas pelo facto de não se incluírem elementos do sexo masculino nas mesmas. Após serem lidos todos os comentários, foi criada a categoria “Género masculino negligenciado”, uma vez que se revelou importante para o estudo em questão. A campanha da *Dove* é a mais acusada pelos utilizadores de não incluir homens na campanha publicitária afirmando que estes também estão sujeitos a padrões de beleza impostos pela sociedade (ver Figura 6). Esta discrepância em relação às outras campanhas pode ser justificada pelo facto de a campanha publicitária da *Dove* se tratar de um experimento social que apenas revelou reacções de mulheres, deixando as dos homens de parte.

Apenas um elemento do *focus group* discordava da participação de homens nas campanhas publicitárias pro-mulher. Os restantes 7 participantes defendiam a inclusão dos homens nas campanhas principalmente na campanha da *Dove*. A atitude dos participantes do grupo de foco no que toca à inclusão dos homens nas campanhas publicitárias coincide com os resultados da análise dos comentários do *Youtube*. Os participantes realçaram a importância de incluir homens em campanhas como as da *Dove* porque, tratando-se de um experimento social, é importante que a marca incluía indivíduos de todas as categorias sociais.

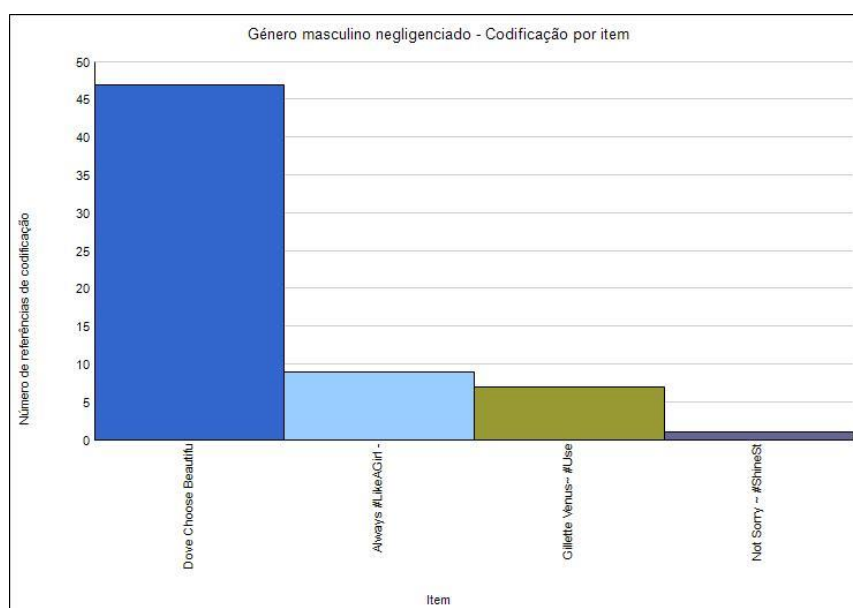


Figura 6- Número de referências de codificação na categoria “Género masculino negligenciado”

Fonte: Nvivo output

A categoria “Género masculino negligenciado” foi, depois da categoria “Motivador, inspirador e emocional” e “*Empowering*”, a categoria com mais referências codificadas na análise de conteúdo e um dos maiores focos do debate do *focus group* (ver Figura 2). Quando se utiliza um experimento social é crucial que as marcas, tendo em conta que não estão a vender nenhum produto específico, incluam todos os elementos e não escolham apenas o que consideram ser o seu público-alvo que neste caso são as mulheres. Esta atitude por parte dos consumidores representa o que foi anteriormente referido por Fineman (2014) quando defendeu que as marcas quando adotam o *femvertising* ao apelarem tão abertamente ao poder de um determinado grupo para vender mais produtos, correm o risco de não escolherem a melhor forma de atingir esse público-alvo.

5. CONCLUSÃO

Foi assumido como principal objetivo deste estudo a compreensão das percepções e das atitudes dos consumidores face ao *empowerment* feminino na publicidade. Para tal, foram usadas quatro campanhas que se tornaram virais no ano de 2014/2015 como as variáveis de análise através da interação dos consumidores no *Youtube* e através de um grupo de foco.

Inicialmente, foi realizada uma revisão de literatura que permitiu conhecer a mudança cultural que têm vindo a influenciar a forma como as mulheres são representadas na publicidade. Esta influência foi motivada pelas contingências sociais e a preocupação por parte das empresas em se assumirem como socialmente responsáveis no que toca à igualdade de género. No entanto, quando comprovada uma

influência positiva nas vendas, surgiram algumas dúvidas relativamente à autenticidade das campanhas e à eficácia das mensagens.

Foi possível obter uma resposta para os objetivos propostos através de um trabalho empírico que envolveu a análise de conteúdo de comentários do *Youtube* das quatro campanhas em análise e um grupo de foco. Concluiu-se assim que, tal como foi verificado pela literatura, a grande vantagem obtida pelas marcas passa pela conexão e pela ligação emocional que estabelecem com os consumidores, tanto do sexo feminino como do sexo masculino. Há, de facto, uma falta de reconhecimento da marca e do produto, e uma desconfiança do consumidor relativamente a autenticidade das campanhas. Apesar de todas as especificidades a que têm de ser tidas em conta, o *femvertising* é vantajoso tanto para as marcas como para os consumidores que se sentem conectados com as marcas, depois de tantos anos em que os estereótipos de género e o sexismo eram permanentes nas campanhas publicitárias.

O presente estudo apresenta algumas limitações, nomeadamente a impossibilidade de analisar o total de comentários das campanhas no *Youtube* e a amostra não probabilística por julgamento do grupo de foco que não abrange todas as faixas etárias nem diferentes habilitações literárias.

Futuras investigações podem incluir amostras mais amplas nomeadamente diferentes faixas etárias, habilitações literárias e regiões demográficas. Sugere-se também um estudo acerca das percepções e das atitudes de consumidores do sexo masculino acerca da não inclusão do mesmo nas campanhas, tendo em conta os resultados obtidos na análise de conteúdo e no grupo de foco.

Por fim, este estudo constitui um contributo para o conhecimento das percepções e atitudes dos consumidores perante o *empowerment* feminino na publicidade. O *femvertising* é um fenómeno recente e uma tendência que parece cativar cada vez mais marcas pelo que constitui ainda um campo de trabalho para outros investigadores.

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A Dual-Process of Impulse Buying: An Integrative Literature Review

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Abstract

In this conceptual review, we argue that the existing impulse buying models do not cover the concerns of our study. In fact, this field lacks a comprehensive model through which we can describe the impulse buying behavior of consumers from different cultures as well as related information processing and effect of demographic factors. Based on literature review, we developed a dual-process model to elucidate which factors underlie the automatic as well as controlled form of impulse buying in various cultures. In this process, the effect of demographic factors including age and gender will be discussed. We first describe the definition of impulsive buying and then we provide a review on classical impulse buying models and history of dual-process model which makes us able to raise our discussion in order to develop our proposed model as well as emerged propositions based on literature review.

Keywords: Impulse Buying, Culture, Dual-Process model, information processing

1. Introduction

Impulse buying behavior has been investigated from different perspectives and its definition has evolved since 65 years ago by emerging new technologies, changes in consumer preferences and new market needs. In this research we define impulse buying as a global trait (Sharma et al, 2014) which is a sudden and immediate purchase with no pre-shopping intentions to buy the specific product category (Beatty & Ferrell, 1998) through either a controlled or automatic form of behavior based on the situation.

Although prior research recognized impulse buying behavior as a widely phenomenon in United State (Kacen & Lee, 2002), recent scholarly works hint the tendency to buy impulsively in Asian countries (Jalees, 2009; Dameyasani & Abraham, 2013). Moreover, although one of the purposes of cross-cultural studies is to account for the culture's consequences (Shteynberg et al, 2009), most of existing literature in this realm mostly focus on the result of cultural differences and not to explain it. Therefore, this study aims to clarify the existing controversy on this subject in terms of cultural differences. In addition, although we know that impulse buying is based on an uncomplicated and simple decision making process (Verplanken & Sato, 2011), still many crucial questions remained unanswered in terms impulse buying information processing. For instance, while the distinction between the automatic and uncontrolled cognitive process holds great importance in a wide range of social phenomena (Bargh, 1989), there is no compelling evidence in this field to show to what extent impulse buying occur in a controllable or automatic fashion. In this research we discuss the components of an automatic process in order to match the feature of impulse buying with an automatic process. As a consequence, in this research we seek to understand how people from different cultures engage in impulse buying as well as related information processing. Moreover, in this process, we will consider the effect of demographic factors.

In this research we apply integrative literature review since this method is appropriate when contradictory evidence emerges in the given subject (Torraco, 2005). In fact, we have integrated impulse buying models with dual-process model in order to develop a comprehensive model which encompasses the concerns of our study.

2. Impulse buying definitions

Rook (1987, P193) argued that "Impulse buying occurs when a consumer experiences a sudden, often powerful and persistent urge to buy something immediately" and it seems he agreed with the notion of being "irresistible urge " in terms of psychological definition of impulses suggested by Goldenson (1984). Contrary, Baumester (2002) argued that impulse purchases are resistible but people fail to resist them based on their differences on self-control capacity. In addition, Hausman (2000) described that impulse buying behavior is much more complex than previously conceptualized and stated that impulse buying behavior stems from the desire to satisfy multiple needs that underlie many types of buying behavior. The results showed that, in fact, impulsiveness is correlated with consumers' desires to fulfill higher order needs such as esteem and self-actualization (Hausman, 2000).

3. Classic approaches to impulse buying

Although impulse buying has been studied from different perspectives including economics, consumer behavior, social and psychology (Dittmar et al, 1996; Verplanken & Sato, 2011), there are many unexplored aspects in this field (Dittmar et al, 1996). In this section we describe two important classic models as well as their strengths and deficiencies and later we will discuss how we use the logic of these two models in our developed model.

Desire-Willpower Model

Hoch & Loewenstein (1991) proposed this model based on the idea that consumers are influenced by both long term rational concerns and more short term emotional factors so that considering consumers just as a rational decision maker seems uncomplete perspective. This model is an economic-Psychological model which interests to integrate the rational and emotional influencing factors on consumer self-control. They agreed that although it seems incompatible in vocabulary to integrate rational with hedonic, the most complete understanding of consumer behavior is based on the effect of these two factors on behavior of people. This model can be divided into two main sections including reference-point model of desire and self-control strategies. In the reference-point model, all attempts are focused on understanding the mechanism of sudden increasing in desire and in self-control strategies the main idea is based on drawing a clear distinction between the strategies that people apply to override their immediate desire.

Low-Effort Decision-Making Processes

Hoyer & MacInnis (2008) argued that contrary to high-effort decisions in which people are engaged in a very important decision making in their lives like marriage, in low-effort decision making like buying a toothpaste, people are not interested to spend a lot of time on these cases. The authors discussed that low effort strategies like impulse buying are more based on feeling than cognitive effort. Therefore the main idea in this model is to elucidate how people make decision in this low effort-elaboration situation.

Based on this idea, decision making in these situations sometimes is accompanied by consciousness but with low effort and sometimes is done unconsciously which means making decision without awareness. In the unconscious process, consumers are not aware of why or how they have made decision. This unconscious process is highly sensitive to environmental stimuli such as social situations and presence of others. In addition, in the Conscious low-effort Decision Making, consumers follow a process of “thinking-behaving-feeling sequence”. This thinking is based on consumer’s belief which might be a result of prior usage. In fact this idea is based on the premise that consumer do not put a lot of effort to make decision in terms of items that they frequently and repeatedly buy so that they rely on previous information and judgments of satisfaction or dissatisfaction from past consumption (see Table 1).

Table 1- Two perspectives on impulse buying

Author	Aims	Strenghts and Deficiencies
Hoch & Loewenstein (1991)	To integrate the rational and emotional influencing factors on consumer self-control	<p>1-Different self-control strategies including will power based and desire based are distinguished.</p> <p>2-It does not imply which situations accelerate the emotionl influncing factors and which one underlie the rational inflencing factors.</p> <p>3- This model is not able to describe the impulse buying behavior of people from different cultures.</p>
Hoyer & MacInnis (2008)	To elucidate how people make decision in low effort-elaboration situations like impulse buying.	<p>1-The first attempt to classify low-effort decision making into two main categories of conscious and unconscious.</p> <p>2-This framework is not able to identify which situation underlie the conscious and unconscious form of decision making.</p> <p>3-It lacks evidences to convince the behavior of consumers from different cultures.</p>

As far as we discussed, the concern of our research is to elucidate the impulse buying behavior of consumer from different cultures as well as related information processing. In this research we argue that, as we showed through two mentioned classical model, the existing impulse buying models do not answer to our questions; and hence we agree with Verplanken & Sato (2011) who discussed that the dual-process models, which share the general idea of making distinction between deliberate and more automatic process, are more appropriate to account for impulse buying. In the following we firstly describe the general properties of dual-process models and later we will discuss how we integrate the logic of dual-process model with impulse buying concepts to meet the needs of our research.

4. Dual-process models

The primary characteristic of the most dual-process models is that the mental processes which underlie social judgment and behavior is divided into two general categories based on whether they operate automatically or in a controlled fashion (Gawronski & Creighton, 2013) or on a combination of them (Glockner & Witteman,

2010). In a literature review done by Gawronski & Creighton (2013) it was argued that both automatic and controlled processes have four features. Based on this idea, a process might be described as automatic if it is (1) provoked unintentionally (2) efficient which means they require little amounts of cognitive resources (3) uncontrollable so that it cannot be stopped voluntarily (4) unconscious which means they occur outside of conscious awareness and the opposite definitions are true in case of controlled processes.

However, most of processes have been shown to meet one or two of the mentioned criteria of automaticity (Bargh, 1989) and not all co-occur (Evans & Stanovich, 2013) which means if a process meets one of this criteria of automaticity, one can describe the given process as an automatic process). Therefore, it is crucial to specify that in which particular sense the given process is considered as automatic and in another sense as controlled (Gawronski & Creighton, 2013).

Interestingly, although the early dual-process theories were designed based on specific phenomena such as cognitive psychology (Glockner & Witteman, 2010), the aims in the past decade have been shifted to identify general principles assumed to be domain independent (Gawronski & Creighton, 2013). In the following we describe Reflective-Impulsive model which is a general model and later we will discuss how we utilize the logic of this model in order to develop our own model.

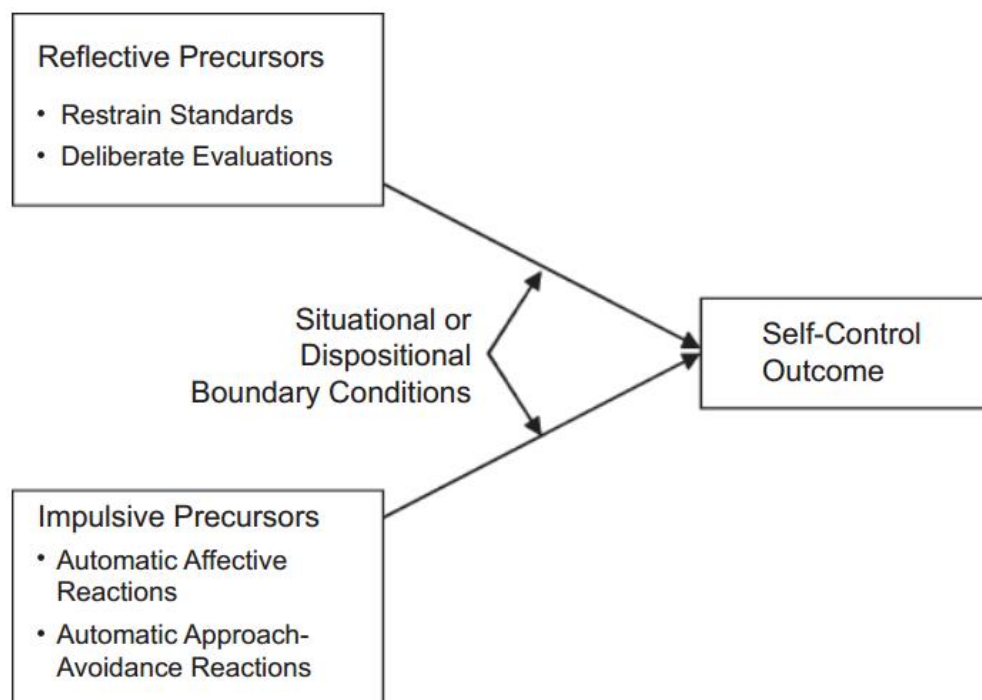
Reflective-Impulsive model (RIM)

Strack & Deutsch (2004) claimed that in spite of the fact that it appears difficult to link reflective system and impulsive system as a whole to specific brain structure, RIM still is able to account for a wide range of phenomena including spontaneous approach and avoidance behavior. The logic of this model has been adopted in different areas of research. A dual-system perspective of impulse and self-control developed by Hofman et al (2009) is one the frameworks which adopted the logic of RIM to study the self-control in which the labels impulsive and reflective have been used to define the two systems that are assumed to underlie behavior production. This framework is centered around the idea that conflict between impulses and self-control can describe the most instances of temptation. In fact this idea outlined a dual-system perspective of impulse and self-control which integrated three elements including impulsive precursors of behavior, reflective precursor and situational or dispositional boundary conditions in order to predict the self-control outcomes.

This framework is based on the premise that all dual-systems models in terms of impulsive and reflective systems share the similar assumption that structurally different systems of information processing underlie on the one hand the construction of automatic form of behavior (impulsive), on the other hand the deliberate and largely controlled form of behavior. In this framework the impulsive system is considered as responsible for generating impulsive behavior which is linked to activation of associative clusters in long term memory created by temporal external stimuli and other factors. On the other hand, the reflective system exerts regulatory goals to complete the functions of the impulsive system. Indeed, making deliberate judgment and evaluation are executive functions of this higher order mental operation. This reflective system will result in a flexible, higher order degree of control over decisions and action whereby the immediate stimulus control can be conquered (See figure 1).

Hofman et al (2009) argued that in a situation in which people are offered a chocolate chip cookie, as an example, they feel a temptation and internal conflict so that while they experience a strong impulse towards the chocolate, at the same time they are motivated to limit the intake of caloric input. Therefore to specify the winner of this battle to guide the final behavior, it is important to know that since the two systems follow differential operating characteristics, the degree of activation potential in favor of one system might be shifted by certain situational condition or moderators.

Figure 1 – Dual-system perspective developed by Hofman et al (2009)



5. Problem formulation

As we discussed, there are many controversies in terms of cross cultural impulse buying studies. On the one hand, based on Kacen & Lee (2002) impulsive behavior is related to individualism and on the other hand based on Jalees (2009) impulse buying is related to collectivism. Therefore we agree with Kacen & Lee (2002) who discussed that there is a need for further researches to understand why the relationship between internal traits and actual impulse buying behavior is different in some countries.

In addition we face contradictory results in terms of information processing in impulse buying behavior. In fact based on existing literature we do not know whether impulse buying is a controlled or automatic behavior or a combination of both. As we discussed already, according to Gawronski & Creighton (2013), a process can be considered as an automatic process if it is either unintentional, efficient, uncontrollable and unconscious while it is important to know in which particular sense the given process is considered as a controlled process. Although one can conclude that impulse buying is an automatic process in terms of being unintentional since most of prior researches indicated that impulse buying includes a sudden desire to buy something without pre-shopping intention (See Rook, 1987; Beatty & Ferrell, 1998), still concerns remain in terms of automaticity of impulse buying in relation to other three components of automaticity. Consequently, as far as importance of these quad components in behavior studies (Bargh, 1989), we are interested to know in which particular sense we can consider impulse buying as an automatic or controlled process.

In addition, in this research we are seeking to elucidate to what extent demographic factors (age and gender) might affect impulse buying information processing in various cultures. Firstly, according to Kacen & Lee (2002), who showed that there is negative relationship between age and impulse buying among Asian but for not Caucasians, we can argue that between different cultures there might be differences on how they process information in terms of impulse buying in various age groups. Secondly, while men are more independent in terms of ways of thinking, feeling and behaving, women are considered as relational in terms of ways of thinking, feeling and behaving (Cross & Madson, 1997). This evidence illustrates that gender might be an important factor in impulse buying information processing study.

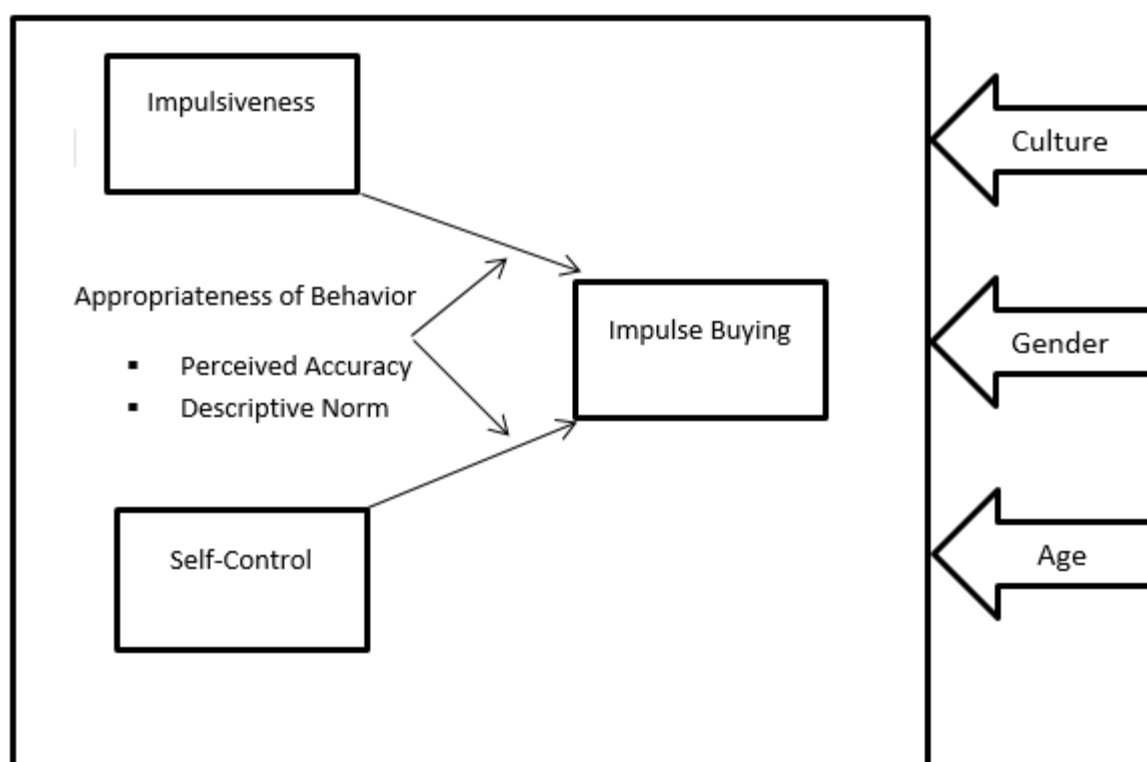
Before describing our proposed model, we suppose some assumptions in terms of culture. We accept that although referring to independent versus interdependent is a clear distinction between members of western and eastern cultures in terms of the definition of self in relation to others (Gardner et al, 1999), and it seems

to be specific to a particular culture (Markus & Kitayama, 1991), all individuals carry both independent and interdependent self-construal at same time so that based on the situation and current motives they might be able flexibly to define themselves as either independent or interdependent self-construal (Gardner et al, 1999).

5.1. Conceptual framework

Firstly, we borrow the logic of Dual-system perspective developed by Hofman et al (2009) in which the battle between impulsive and reflective system and how situational condition can affect this conflict has been designed (see figure 2). We consider this model in the same vein with the model offered by Hoch & Loewenstein (1991) in which the desire to make purchase and self-control are considered as the determinants of purchase decision making at any given time. In our model, we consider individual's impulsiveness trait as the impulsive system and individual's self-control trait as reflective system. We accept the definition of impulsiveness trait as the "degree to which an individual is likely to make unintended, immediate and unreflective purchase" (Weun et al, 1997, p306). In addition, self-control trait is the capacity to override one's thoughts, emotions, impulses and automatic or habitual behavior (John et al, 2008).

Figure 2-Proposed conceptual model



However, based on our literature review, we are concerned with the generalization of this model for all situation. As we discussed earlier, we face controversial ideas in terms of consciousness or automatic nature of impulse buying. If we accept the activation of increased urge to buy impulsively as an automatic process stemmed from proximity of product as proposed by desire-willpower model from Hoch & Loewenstein (1991), still Hofman et al (2009)'s dual-process model is not able to describe the deliberate impulse buying behavior. In fact this model assumed that if the resources for self-control are available, the subject can control the temptation and if the resources are not available the automatic impulse buying behavior might happen which is against with reality of impulse buying behavior since it might happen deliberately or automatically. Therefore, we are interested to know which situations underlie the automatic or consciousness form of

impulse buying behavior. We approach to this limitation by explaining some other ideas based on our literature review step by step.

Firstly, according to Glockner & Witteman (2010), people in unimportant situations, are likely to use two kinds of strategy to make decision. One of this strategies is using heuristic information which is based on a deliberate but simple cognitive operations. This is similar to idea offered by Hoyer & MacInnis (2008) who discussed that in low effort situation like impulse buying, consumer do not put a lot of effort to make decision in terms of items that they frequently and repeatedly buy so that they rely on previous information and judgments of satisfaction or dissatisfaction from past consumption. The other strategy that people might use in unimportant situations is using automatic process which will be activated in visual perception (Glockner & Witteman, 2010). This idea also is similar to the idea offered by Hoyer & MacInnis (2008) who postulated that people in low-effort situation might use automatic process which is highly sensitive to environmental stimuli such as social situations and presence of others. As far as these evidences show, people in unimportant situation or low-effort situations use different strategies to make decision. One strategy is using heuristic information which is considered as deliberate effort and the other one is using environmental cues such as social situations which is based on automatic process. Therefore the next step is conceptualizing the situational conditions through which people might be guided to use these two strategies to make decision.

As the second step we are willing to apply the theory offered by Suh et al (1998) in the context of impulse buying information processing. In this theory, Suh et al (1998) argued that the self in individualistic cultures is "Inner-Focused" and in collectivist cultures the self is "Other-Focused". We assume that the situations which guide people to be "inner-focused", will guide them to use heuristic information in low effort decision making such as impulse buying. Therefore we postulate that independent self-construals are more likely to use their internal making decision instead of using outside information. On the other hand, when the situation guide people to be "other-focused", it will drive them to use environmental information in low effort decision making situation. Therefore, environmental factor which is an automatic process will be applied as a sources of information when the interdependent self-construal is activated. We think this idea is aligned with the theory offered by Glockner & Witteman (2010) in which people might use two kinds of strategy to make decision in terms of not important situation.

As the third step, we are seeking to conceptualize the definition of "a deliberate and simple cognitive effort (heuristic information)" as well as "an automatic process based on environmental stimuli such as social situations" what we think people might use based on activation of different self-construals. According to the heuristic-systematic model (HSM) developed by Bohner et al (1995) which is a dual process model, when there is not sufficient motivation, the information processing would be based on simple rules like prior knowledge what is known as heuristic processing. Based on this model, people use heuristic to interpret the current situation rather than emphasizing detailed processing of message content. To link this idea directly to impulse buying field, we refer to study done by Rook & Fisher (1995) in which it was proved that even people with high in impulsiveness trait do not act on it in every spontaneous buying demand so that consumer's judgment about people about appropriateness of impulse buying in a particular situation might moderate their impulsiveness trait. We think this judgment about appropriateness of impulse buying behavior in the situation or what we call perceived accuracy, is heuristic information which people deliberately use to make decision in low effort situation. In connection with the previous step, we assume that when the independent self-construal is activated, people are more likely to use this perceived accuracy to make decision. This perceived accuracy moderates the relationship between impulsiveness trait and buying behavior as Rook & Fisher (1995) stated as well as moderating effect on extent of control as Kacen & Lee (2002) proposed.

Proposition 1: When independent self-construal is salient, people are more likely to use perceived accuracy in impulse buying decision making which is a deliberate and simple cognitive effort (heuristic information) and operationally we define it as a judgment about appropriateness of impulse buying behavior in the situation.

In order to define environmental cues such as social situations, we refer to Aarts & Dijksterhuis (2003) who defined situational norm as accepted beliefs about how to behave in particular situation which is shaped by social influences. Moreover, based on Cialdini et al (1990), descriptive norm is one of ways through which people learn situational norms. Indeed, "what most people do" describes the descriptive norms (Cialdini et al, 1990). Moreover, interestingly, Ohtomo & Hirose (2007) assumed unplanned behavior based on descriptive

norms. It seems that descriptive norms seem compatible with impulse buying behavior. We think this descriptive norm is an external information through which people unconsciously accept what others are doing and make it as information to make decision. We borrow this concept from Cialdini (2007) who argued that generally people are poor in terms of identifying why they have done one special action which can prove that they are more likely to be clueless when they are recognizing the similar actions of others as causal antecedents.

Proposition 2: When interdependent self-construal is salient, people are more likely to use the descriptive norm in impulse buying decision making which is an automatic process based on environmental stimuli such as social situations and operationally we define it as what most people do.

On the other hand, Schultz et al (2007) claimed that descriptive norm is a standard and people use it to measure the appropriateness of their behavior by how far away they are from others. Consequently, we propose that both descriptive norm and perceived accuracy, indeed, have similar nature. Therefore, we put these two factors with same label in our model what we call it appropriateness of behavior. This appropriateness of behavior can be derived either from perceived accuracy which is based on personal and internally judgment or from descriptive norm which is based on what other people are doing.

In terms of age, we propose that when interdependent self-construal is activated, young people are more likely to consider descriptive norm as a source of information, so that as far as having social interaction, they are more vulnerable to follow the buying behavior other impulsively. In contrast, when independent self-construal is activated, young people are more likely to pay attention to internal decision making rather than social norm. In addition, as we discussed that women are more relational in way of thinking, we propose that while women are more likely to use descriptive norm as source of information for impulse buying decision making, men are more likely to use perceived accuracy in this situation.

6. Conclusion

In this research we argued that this field lacks a comprehensive model to explain the emerged concerns in our study. Based on our proposed model, we conclude that the trait impulsiveness and self-control are determinants of impulsive buying behavior. While the trait impulsiveness is the antecedent of impulsive urge which is activated automatically, the trait self-control is responsible for overriding and controlling the emerged urge deliberately. However, the output of this conflict depends on the appropriateness of behavior which will be derived through either descriptive norm or perceived accuracy. We think people with interdependent self-construal are more likely to use descriptive norm and this norm which has unconscious nature might make the final behavior unconscious. Conversely, people with independent self-construal are more likely to apply the perceived accuracy as a source of information so that the given perceived accuracy with conscious nature make the final behavior conscious.

In sum, based on our model, we predict that people in different culture might engage in impulse buying behavior based on their personal trait, information processing and how they judge the appropriateness of behavior. Moreover, this process might vary based on gender and age. However, we acknowledge several limitations. First, the empirical study to test this model has not been discussed in this review so that we beg further researcher to test validity of research according to empirical data. Furthermore, one might argue that based on various product, the information processing might be different. Although generally most of researches in this field have indicated that almost every things might be bought on impulse, we suggest further researcher to distinguish products based on their features including utilitarian and hedonic attributes.

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Pick2trip: Estruturação conceitual de uma *startup* brasileira com foco no turismo de experiência, fundamentada pela ótica de *branding*.

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Abstract

Experiência, ato ou efeito de experimentar, sentir. Imagens, texturas, sons, cheiros e gostos se unem para dar origem a um elemento substancial a nossa existência, a experiência. Visitar lugares distintos, imergir em belas paisagens, conhecer novas pessoas e vivenciar culturas díspares expressam o verdadeiro significado de experienciar uma viagem. Imersa neste contexto global que tem início a *startup* brasileira Pick2trip. Assim sendo, o artigo em questão irá apresentar, por meio de estudos e conhecimentos em áreas relacionadas a Design, *Branding*, Marketing e Experiência, o processo de construção do brand DNA da empresa citada, um elemento fundamental de marca que guiou a estruturação, também descrita nesta pesquisa, do principal produto da empresa, um sistema baseado em tecnologia de pesquisa semântica com a finalidade principal de colaborar com o viajante em seu propósito de organizar e encontrar, dentre as centenas de atividades disponíveis em cada cidade, as que melhor representam seus verdadeiros desejos de experiência. Desta maneira, tornou-se possível construir um produto que se utiliza da base tecnológica mundial, fundamentada no apoio ao ser humano. Como objetivo principal deste artigo, apresenta-se o desejo de validar o uso da metodologia *TXM Branding* como instrumento orientador das atividades relacionadas a design, marketing e experiência, assim como colaborar na construção e estruturação de novos produtos de base tecnológica.

Keywords

Design; Branding; Marketing; Viagem; Startup.

1. INTRODUÇÃO

A sociedade contemporânea caminha e evolui a cada dia em direção a uma economia fortemente baseada no fornecimento de experiências. Já em 1998 os autores Pine e Gilmore apontavam o futuro com base nestas premissas. Segundo eles, nos últimos séculos a economia está em constante desenvolvimento, tendo passado por uma fase agrária, baseada substancialmente na extração de bens, foi sucedida por uma economia industrial, baseada na manufatura de produtos e o crescimento da oferta de serviços e por fim, o estado atual, uma economia fundamentada na oferta de experiência. Gobé (2010) reforça este juízo de evolução, ao afirmar ser importante o desenvolvimento de produtos e serviços para soluções baseadas em experiências únicas, garantindo assim, diferenciação comercial e uma construção de valor focada em seu público. Deste modo, pressupõem-se a importância atual da busca pela geração e oferta de experiências na criação de produtos ou serviços, principalmente para empresas startups, que ingressam, muitas vezes, em mercados com grandes *players* já estabelecidos, forçando o surgimento de inovação.

No caso da startup Pick2Trip, alvo da pesquisa em questão, a experiência se baseia no mercado de viagens. Grandes empresas de venda *online*, já estabelecidas no mercado, têm a preocupação em oferecer a maior quantidade possível de oportunidades a seus clientes, o que acaba gerando ambiguidade e distração no processo de compra. No site *Getyourguide* (2015), por exemplo, ao selecionar a cidade de Paris, o usuário se depara com cerca de 560 possibilidades de atividade para compra. O site *Vayable* (2015), por sua vez, ao selecionar a cidade de Paris, carrega atividades constantemente, sem apresentar qualquer ideia do número de atividades existentes, causando certo cansaço a seus usuários que são obrigados a percorrer um longo caminho até uma atividade que atenda seus desejos e personalidades. Pensando nisso, a empresa Pick2trip tem como objetivo filtrar e encontrar a experiência certa para cada usuário de uma forma divertida, lúdica e dinâmica, gerando um número reduzido e personalizado de indicações de atividades que proporcionem ao viajante experiências seguras e autênticas sem que se perca um custoso período de tempo para encontrá-las.

Deste modo, com o intuito de unir os conceitos referentes a experiência de marca e branding gerenciados pelo contexto maior do Design, optou-se pela escolha da metodologia *TXM Branding*, desenvolvida pelo Laboratório de Orientação da Gênese Organizacional (LOGO), da Universidade Federal de Santa Catarina (UFSC), situada no sul do Brasil. A metodologia proposta é dividida em três etapas principais, *Think* (Pensar), *Experience* (Experienciar) e *Manage* (Gerir). Dentro das etapas citadas a metodologia tem como intuito principal o de servir como apoio a construção das empresas e marcas com quem realiza parcerias. Desta forma, a metodologia propõe a definição/validação de um DNA de marca que servirá como guia para todas outras atividades da empresa. No artigo em questão será abordada a etapa *Think*, compreendendo o processo de construção do DNA de marca que embasou a estruturação estratégica do sistema criado pela startup Pick2trip para promover o turismo de experiência. Como objetivo principal deste artigo, apresenta-se o desejo de validar o uso da metodologia como instrumento orientador das atividades relacionadas a *design*, *marketing* e experiência, assim como avaliar sua colaboração na construção e estruturação de novos produtos de base tecnológica.

2. METHODOLOGY

Em pesquisas científicas de modo geral, é de extrema importância a escolha e aplicação de métodos para que a construção do conhecimento evolua de forma estruturada, permitindo que o resultado seja verificado e replicado por outros pesquisadores. Silva e Menezes (2005) discorrem sobre as formas clássicas de classificação de uma pesquisa científica, segundo elas as mais utilizadas seriam:

1. Quanto a sua natureza;
2. Quanto a abordagem do problema;
3. Quanto aos objetivos;
4. Quanto aos procedimentos técnicos.

Tendo como base para definição as classificações e autores citados anteriormente, a pesquisa se enquadra como aplicada, uma vez que objetiva a geração e evolução de conhecimentos para uma aplicação prática e dirigida às soluções de problemas, prática frequente da profissão de *designer*.

Quanto a classificação pela abordagem ao problema proposto, a pesquisa enquadra-se como sendo de caráter qualitativo, uma vez que respeita o critério de apresentar uma relação dinâmica entre o mundo real e o sujeito, não se baseando efetivamente em métodos e técnicas estatísticas, tendo o ambiente natural como fonte para a coleta de dados. Apresentando como foco principal o processo e seu significado de abordagem.

Ao se referir aos objetivos propostos pela presente pesquisa, sempre com base nos autores já citados, é possível enquadrá-la como exploratória, por buscar proporcionar aos envolvidos maior familiaridade com o tema em estudo por meio de pesquisas bibliográficas que venham a colaborar com o aprofundamento de conceitos pertinentes sobre a temática a ser abordada no momento prático da pesquisa. A pesquisa bibliográfica é necessária na execução da ciência ao justificar os objetivos e contribuir para uma argumentação mais elaborada sobre o objeto. Ela abrange toda a bibliografia já publicada sobre o tema, como livros e artigos levando-se em consideração sua relevância e tempo de publicação para evitar a busca por conceitos ultrapassados ou invalidados. Materiais disponibilizados na internet também podem ser utilizados como fonte de pesquisa, uma vez que sejam verificadas as autorias e pertinências com o tema.

Referente aos procedimentos técnicos adotados, foram utilizadas duas etapas propostas por Gil (2002), a primeira definida como pesquisa bibliográfica, já citada anteriormente e a segunda condizente ao conceito de pesquisa-ação, por envolver pesquisadores e participantes da empresa Pick2trip de modo colaborativo e cocriativo na criação de uma proposta que visa a solução de um problema proposto.

O aprofundamento ao tema assim como o levantamento bibliográfico priorizarão as áreas de: Design, Experiência, Branding, Gestão de Design, Marketing, Economia Comportamental, Cocriação, Identidade de Marca e Comportamento do Consumidor.

3. A EXPERIÊNCIA RELACIONADA AO BRANDING E AS MARCAS

O conceito de experiência é amplo e abordado em diversas disciplinas. Do latim, *experientia*, a palavra significa o ato ou efeito de experimentar algo. Assim sendo, experiência é definida como o resultado da interação direta com tudo o que está no mundo. Desta maneira, entende-se que a experiência está vinculada às sensações e emoções, que variam de acordo com a vivência do usuário perante determinada vivência, resultando em um juízo de valor que poderá ser positivo ou negativo. Segundo Rodrigues (2000) a experiência é resultado de três objetos, sensação, sensibilidade e sentimento.

Heidegger (2007) define experiência como algo íntimo, que toca as pessoas, se apoderando delas. Neste sentido o autor defende a experiência como uma resposta individual a um determinado estímulo. Tal resposta irá depender de um conjunto de processos de questões internas e externas inerentes a cada pessoa. Deste modo, diversas pessoas podem vivenciar uma mesma situação, sendo possível, porém, que relatem diferentes resultados. Mulling e Pereira (2010), por sua vez, abordam a experiência como uma fonte cognitiva de informações, percepções, memórias e sensações. Assim sendo, o autor afirma ser possível planejar as experiências, uma vez que são resultados da interação entre um indivíduo e um objeto. Wheeler (2008), segue um mesmo raciocínio ao apresentar a imagem a seguir como um exemplo da possibilidade do planejamento de experiências diferenciadas em diferentes pontos de contato (figura 01).



Figura 1 – Possibilidades de experiência em um hotel. Fonte: Wheeler (2008)

No esquema aparece representada a estadia de um hóspede em um hotel. A sequência tem início na decisão de viajar e seu planejamento, neste momento a empresa hoteleira ainda não possui contato direto com o viajante, e tenta buscar sua atenção por meios comuns, como site, propaganda, recomendações etc. O segundo passo é a reserva do quarto. Neste momento se iniciam as oportunidades de fornecer uma ótima estadia. O terceiro passo é a chegada do cliente. Se é a primeira estadia no hotel, este momento será o responsável pela primeira percepção, o ambiente em que estará imerso, assim como o atendimento que receberá darão início ao maior nível da experiência, o qual envolve quatro elementos. O registro do hóspede, sua experiência no espaço público do hotel, a experiência em seu espaço privado, seu quarto, e por fim o registro de saída. Após a partida, então, estará registrada na mente do hóspede o resultado da união dos diversos momentos vividos no hotel, tendo como origem o resultado positivo ou negativo que ficara registrado em sua memória.

Assim sendo, segundo Mont'Alvão e Damazio (2008), a união entre a natureza complexa das experiências, combinadas a natureza multidisciplinar do design, resulta em grandes números de abordagens e estratégias de profissionais de Design, voltadas a experiência. Segundo Feijó (2014), o design de experiência é um termo que se refere a totalidade das possíveis experiências afetivas envolvidas na interação com o produto ou serviço, e que estejam alinhadas às estratégias de marca da empresa. Com base nisto é possível observar que é de grande interesse por parte dos gestores de marca, que se apliquem os conceitos do design de experiência como um guia, para que se estabeleça entre marca e cliente, um significado memorável. Press e Cooper (2009) sugerem que é papel do designer gerir os elementos que compõe o DNA de marca, de forma que estes conceitos sejam os norteadores responsáveis por orientarem a equipe de branding em função do gerenciamento dos pontos de contato de uma marca, incluindo a geração de experiências.

4. DESENVOLVIMENTO DO PROJETO PICK2TRIP COM BASE NA METODOLOGIA TXM BRANDING

O passar dos anos e a popularização do turismo de viagens, o tornaram um fator primordial na economia de grande parte dos países do globo. Nações grandes ou pequenas, em extensão ou economia, investem grandes esforços na expansão do turismo, buscando o fortalecimento do setor através da diversidade de opções disponíveis. A diversificação de atividades é utilizada como fator decisivo para atrair e fidelizar o maior número possível de pessoas, das mais diferentes personalidades e estilos. Com base nisto, a cada mês surgem novas e motivantes atividades em diferentes nações, fato que torna o plano de viagem de cada turista um trabalho árduo de pesquisa, refinamento e comparação.

O que nos anos 90 já se tornara um hábito, foi potencializado com a popularização da internet, que multiplicou ainda mais o acesso dos viajantes as atividades existentes. Pequenas atividades que antes só eram descobertas por acaso ou por indicação, começaram a ser mapeadas e oferecidas em sites especializados. Atualmente, desde os pequenos passeios até as já conhecidas visitas guiadas aos pontos turísticos são ofertadas em um mesmo espaço. Ao pesquisar um grande destino turístico como Paris em três

ou quatro sites especializados em venda de atividades, o viajante poderá se deparar com mais de mil opções a serem visualizadas e analisadas.

Com base nesta problemática, buscando facilitar e potencializar o acerto das experiências certas para as pessoas adequadas, de forma lúdica, divertida e rápida, surge a startup Pick2Trip.

4.1. A EMPRESA

Ao notar uma dificuldade própria de definir as atividades que condissessem com seu perfil de viajante, dentre as centenas ou milhares existentes entre os principais sites de compra, João Braga encontrou uma oportunidade em potencial, personalizar e entregar ao público, apenas as melhores experiências para cada usuário. Deste modo, sediada na cidade de Florianópolis, no Brasil, com algumas parcerias internacionais, nasceu a startup Pick2trip, com o propósito de personalizar o mundo para seus usuários.

Deste modo, com o intuito de ser a solução de viagem mais inteligente e personalizada do mundo, simplificando e reduzindo o tempo de escolha de atividades de viagem, nasce a Pick2trip, uma plataforma de conexão entre viajantes e suas experiências de viagem. Para efetuar este serviço, a empresa trabalha em parceria com os principais *marketplaces* internacionais de venda de atividades de viagem, como Getyourguide, Viator e Excursiopedia, analisando, filtrando e selecionando dentre as milhares de atividades, as que melhor se relacionam com cada perfil de usuário.

4.2. TXM BRANDIGN APLICADA AO PROJETO PICK2TRIP

A aplicação da metodologia *TXM Branding* (figura 02) teve início em maio de 2014, tendo como fim do processo o mês de dezembro de 2015. Nesta pesquisa, conforme já citado, será abordada a etapas *Think* da metodologia *TXM Branding*, criada pelo laboratório LOGO UFSC. Esta etapa apresenta a construção do DNA de marca da empresa, além da definição de seu propósito e posicionamento.

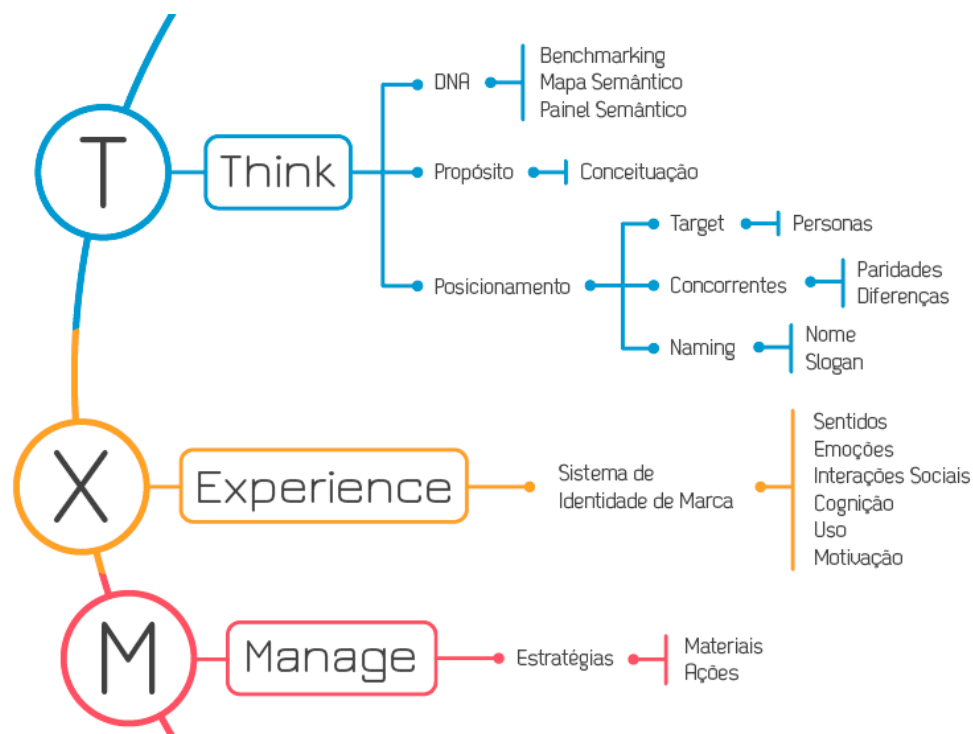


Figura 2 – Diagrama complete da metodologia TXM Branding. Fonte: LOGO (2015)

O *Brand DNA*, tem sua construção fundamentada no uso de um processo denominado, *Brand DNA Process®*, criado a partir da ferramenta *Brand DNA Tool®*, desenvolvida por Luiz Salomão Ribas Gomez e Américo da Conceição Mateus (2009). Com ampla aplicação nacional e internacional, este processo tem como foco a identificação e validação do DNA de marca através de estudos e práticas embasados nos processos de

cocriação. O DNA de marca conforme o *Brand DNA process*, é composto por quatro metáforas, semelhantes aos quatro componentes biológicos presentes no DNA humano (Adenina, Timina, Guanina e Citosina). No processo proposto os quatro componentes são denominados como: Técnico, Resiliente, Emocional e Mercadológico, unidos por um conceito integrador, que faz menção metafórica a dupla hélice, conforme é possível observar na imagem abaixo (figura 03).



Figura 3 – Comparação entre o DNA Biológico e o Brand DNA. Fonte: LOGO (2015)

Os quatro conceitos principais unidos ao conceito integrador são caracterizados da seguinte forma:

- **Emocional:** Este elemento tem como função aproximar a marca dos aspectos decisórios de fidelização do consumidor. Dentro do *Brand DNA Tool*, o valor emocional será atribuído como aglutinador de diversos conceitos emocionais. Conceito que a marca já possui e evidenciam o seu diferencial perante as marcas concorrentes. (LOPES E GOMEZ, 2012).

- **Resiliente:** Resiliência diz respeito a capacidade de adaptação da marca no mercado em que atua ou pretende atuar. Ela deve ser capaz de atualizar-se constantemente, mantendo uma construção contínua. Ser resiliente não significa “mudar com a maré”, mas manter a sua autenticidade dentro das frequentes mudanças da sociedade de consumo. (LOPES E GOMEZ, 2012).

- **Técnico:** A percepção da marca pelo consumidor pode estar fundamentada na qualidade do produto ou serviço, influenciando seu comportamento em relação à marca. Desta forma, os atributos físicos como um produto em si ou seu ponto de venda, podem ser o que melhor transmitem ao consumidor a tangibilidade da marca. (LOPES E GOMEZ, 2012).

- **Mercadológico:** Atualmente o papel da marca para a empresa pode ser considerado como uma ferramenta estratégica para seu desenvolvimento e rentabilidade à medida em que a oferta de produtos e serviços aumentam significativamente. O componente mercadológico é o que representa a forma como a marca irá se apresentar no mercado de modo vendável e lucrativo. (LOPES E GOMEZ, 2012).

- **Integrador:** O conceito integrador interfere na forma dos quatro conceitos agirem um em função do outro, de modo a garantir à marca autenticidade e um efetivo posicionamento no mercado. (LOPES E GOMEZ, 2012)

O processo completo para a construção do DNA de uma marca envolve cerca de 5 etapas fundamentais: Diagnóstico, Evento Criativo, Construção do DNA, *Benchmarking* e Recomendações. Cada uma destas etapas é composta por diferentes fases fundamentadas em ferramentas ou técnicas embasadas principalmente nas disciplinas de Design, publicidade ou marketing. Como resultado das etapas citadas, definiu-se o DNA de marca da pick2trip conforme a imagem ilustrativa a seguir:



Figura 4 – Representação do DNA pick2trip. Fonte: LOGO (2015)

Como elemento técnico, representando o produto ou serviço final da empresa foi selecionado o termo **experiência**. Por se tratar de um sistema que tem como finalidade a personalização das atividades de viagem, foi discutido entre o grupo, que o produto a ser vendido ou divulgado não seriam as atividades em si, mas sim a experiência positiva que o consumidor teria ao vivenciar atividades que combinem com seu estilo de vida e anseios pessoais e emocionais.

A **versatilidade**, tão presente no mundo corporativo das startups, foi escolhida como fator primordial para a resiliência da empresa. Buscar novos parceiros e tecnologias além de atuar em diferentes frentes como redes sociais, *website* e aplicativo para *smartphone* foram alguns dos elementos citados como exemplo de versatilidade. Buscar outros mercados focados, no futuro, em produtos que vendam experiência também foi um item discutido nesta fase do debate. Assim sendo, ao visualizar a versatilidade como conceito resiliente, é reconhecida na pick2trip sua capacidade de acolher diferentes públicos com diferentes produtos ou soluções. É reconhecido também, seu potencial expansivo, sendo uma empresa sempre atenta as oportunidades de estender e ampliar seus objetivos.

Emoção e magia caminham lado a lado segundo os presentes no Evento. Reconhecida como uma empresa que emociona seus clientes através da **mágica**, a pick2trip preocupa-se em criar um universo próprio, no qual seus clientes serão atraídos a vivenciar experiências únicas e fascinantes, sempre relacionadas ao seus desejos e aspirações. Empresas com esta características tendem a fornecer aos consumidores descobertas e realizações inesperadas, superando expectativas, marcando a vida de seus consumidores, se tornando memorável para eles.

Minha viagem. Apesar de não se tratar de um adjetivo, esta composição foi a escolhida pelos presentes para significar o conceito mercadológico da empresa. É deste modo que a pick2trip se apresenta no mercado, como uma ferramenta que irá assessorar seu usuário a conquistar e vivenciar a “Sua Viagem”, a viagem dos sonhos, as experiências que se tornarão inesquecíveis e serão recordadas e relatadas a amigos, filhos e netos. Uma empresa que fará com que a cada viagem seu usuário se apaixone ainda mais pelo universo dos viajantes.

Após o debate entre as pessoas presente no evento, definiu-se como conceito integrador o adjetivo **Telepático**. Uma empresa que carrega tal conceito em seu DNA leva consigo a responsabilidade de surpreender positivamente seu usuário com a geração de conteúdo personalizado, relevante e único. Com esta significação como conceito integrador a pick2trip promete a seus consumidores o encontro da melhor experiência existente em seu país de destino, proporcionando momentos inesquecíveis através de vivências que combinem com cada personalidade.

Com a construção dos 5 conceitos fundamentais do DNA de marca definidos, teve início o processo de modelagem conceitual do sistema pick2trip. Este processo teve como objetivo, estruturar e unir os propósitos do sistema com base no *Brand DNA*, de modo que a marca em sua totalidade transmitisse a essência fundamental da empresa, ordenada por seus cinco conceitos.

4.3. MODELO CONCEITUAL DO SISTEMA PICK2TRIP

O sistema pick2trip foi idealizado para acontecer de forma lúdica, intuitiva e divertida, sem questionários longos e cansativos para identificar as aspirações do usuário em uma viagem, evidenciando os conceitos experiência e mágico de seu DNA. Ao acessar o sistema via site, o usuário é guiado pela seguinte sequência:

1. Definir a cidade de seu interesse;
2. Selecionar uma categoria;
3. Selecionar entre 3 e 30 imagens dentre as disponíveis (cerca de 120 no total), como as que melhor representam seus desejos como viajante na cidade citada no primeiro passo;
4. Escolher as atividades que deseja adquirir.

Cada uma das fotos presentes no site está relacionada a uma ou mais micro categorias, ao seleciona-la como sendo de seu interesse o usuário começa a estabelecer seu perfil de viajante, criando filtros semânticos que definirão as melhores experiências possíveis para aquele usuário, para aquela viagem.

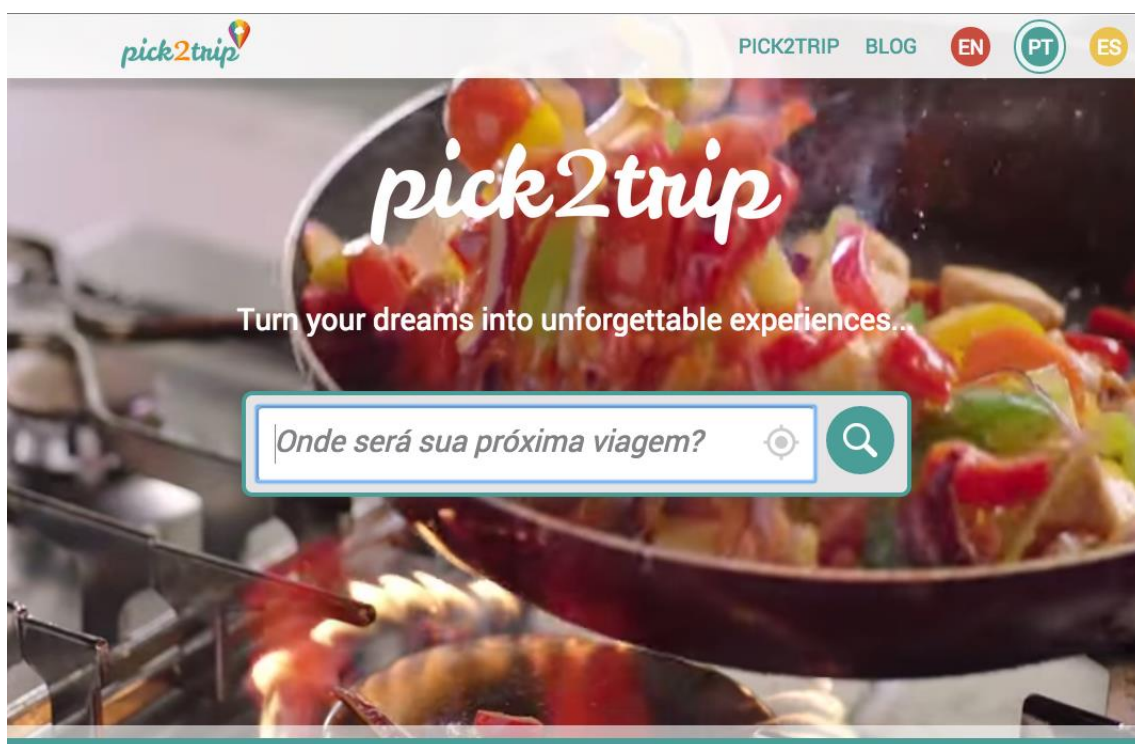


Figura 5 – Página de indicação do país de destino. Fonte: Do autor (2015).

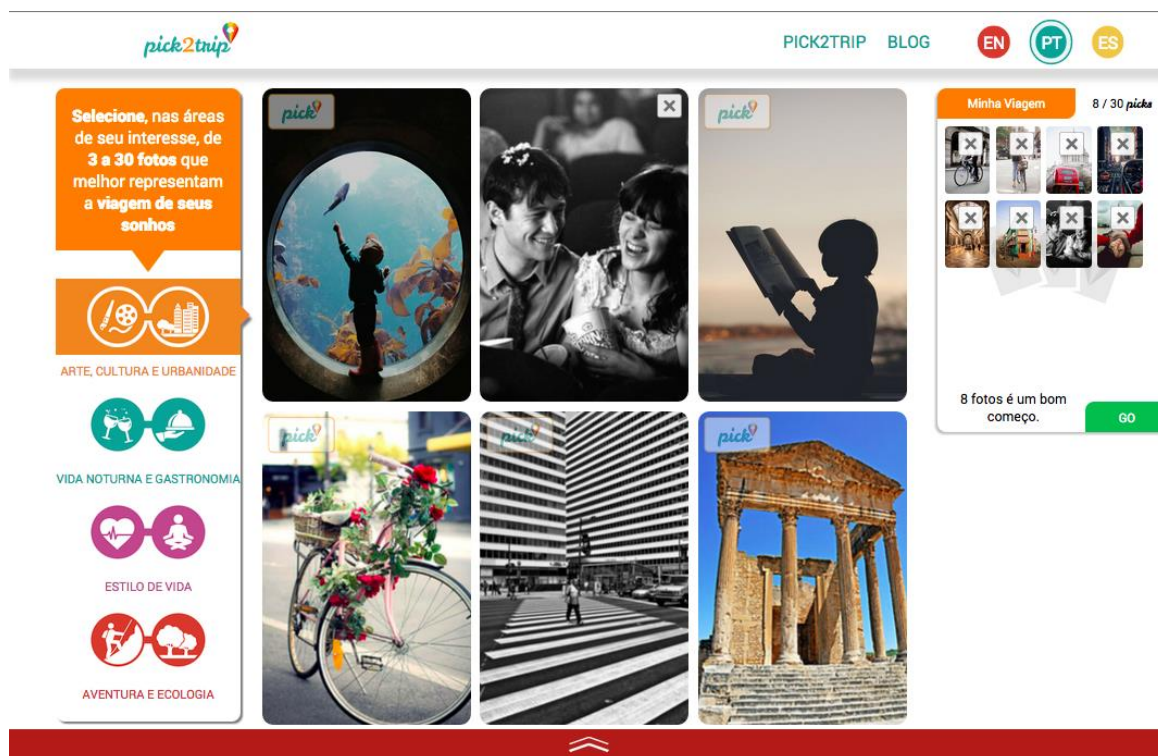


Figura 6 – Página de seleção de imagens. Fonte: Do autor (2015).

O sistema pick2trip funciona através de um metabuscador que, através da seleção das imagens praticadas pelo usuário na etapa ilustrada anteriormente, investiga nos *marketplaces* parceiros as melhores atividades a venda naquele momento, para aquela pessoa. Exibindo-os na sequência. Nesta etapa é possível que o indivíduo visualize as atividades recomendadas para ele, podendo se dirigir ao site do parceiro comercial para efetivar a compra.

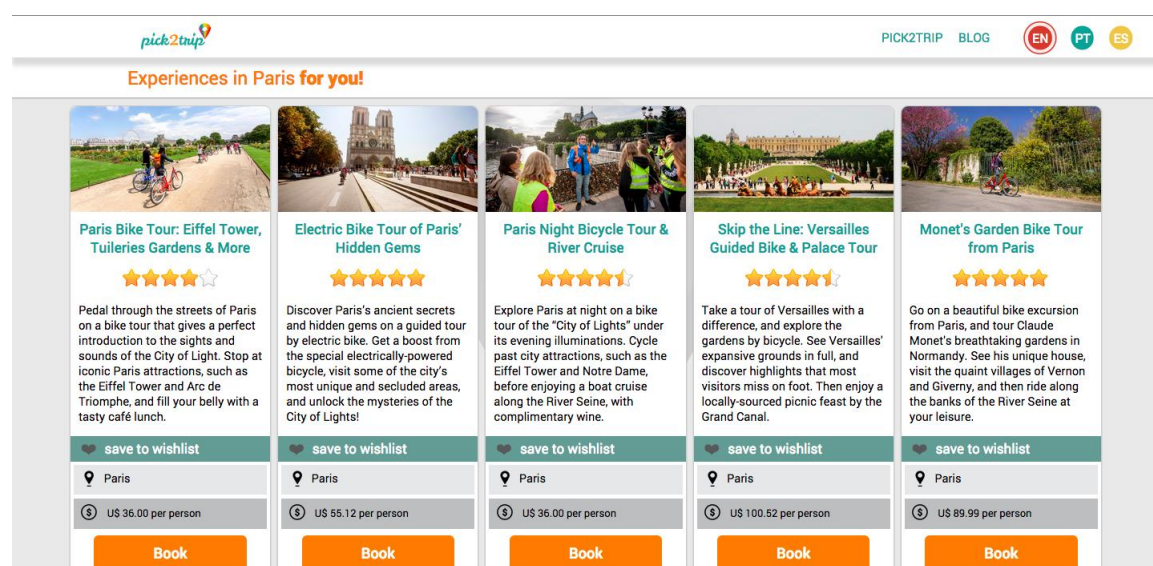


Figura 7 – Página de exibição de atividades. Fonte: Do autor (2015).

Para melhor organização, buscando facilitar e simplificar a navegação, as imagens foram distribuídas em quatro macro categorias principais que acumulam diversas micro categorias de atividades. Para executar a definição dos nomes e atividades que compunham as macro e micro categorias presentes no sistema, realizou-se um estudo prévio com base nos principais *marketplaces* do mercado internacional. Foram analisados nesta pesquisa, 9 sites, sendo eles:

- Peek.com
- Getyourguide.com
- Excursopedia.com
- Gadventure.com
- Viator.com
- Kumutu.com
- TheGuardian.com
- Tripodo.de
- World Travel Market

Tendo definida a lista de referência, listou-se todas as categorias existentes nos nove sites escolhidos. Com esta lista especificada, foi possível analisar a recorrência das categorias nos diferentes endereços *web* já citados, buscando-se padrões de repetição e áreas comuns que definiriam as nomenclaturas mais usuais neste tipo de mercado. Após análise, registraram-se 120 categorias distintas.

Quadro 1 – Sites analisados e quantidade de categorias (2013)

Sites	Categorias
Getyourguide	101
Peek	61
The Guardian	55
Tripodo	54
Excursopedia	49
Kumutu	37
Viator	33
Gadventure	31
WTM	29

Após análise que possibilitou a descoberta das 120 categorias citadas e as que mais se repetiam entre os diferentes sites, notou-se uma superioridade na qualidade e quantidade de dados disponíveis no site Getyourguide. Além de possuir mais categorias de atividades o site disponibiliza exatamente o número de itens disponíveis para venda em cada uma destas categorias. Na tabela abaixo, é possível observar as categorias que mais vezes se repetiram nos sites analisados, tendo sua nomenclatura iterada em pelo menos 5 dos 9 sites analisados.

Quadro 2 – Categorias de atividades e suas recorrências (2013).

Categorias	Recorrência	Categorias	Recorrência
<i>Adventure</i>	9	<i>Gastronomy</i>	6
<i>Day trips</i>	8	<i>Hiking & Trekking</i>	6
<i>Bike/Cycling</i>	8	<i>Water sports</i>	6
<i>Sailing & Boats</i>	8	<i>Rafting/Duck</i>	6
<i>Entertainment/Festivals</i>	8	<i>Photography</i>	6
<i>Diving & Snorkeling</i>	8	<i>Whale & Dolphins</i>	6
<i>Winter Tours & Sports</i>	8	<i>Active and sports</i>	6
<i>Groups</i>	8	<i>Cruise & Water Tours</i>	5
<i>History & Heritage</i>	7	<i>Wine</i>	5
<i>Walking Tours</i>	7	<i>Horse & Camel riding</i>	5
<i>Outdoor Sports</i>	7	<i>Shopping/Fashion</i>	5
<i>Culture/Arts</i>	7	<i>Learning</i>	5
<i>Local</i>	7	<i>Climbing & Mountain</i>	5
<i>Wildlife & Safaris</i>	7	<i>Honeymoons/Weddings</i>	5
<i>Canoeing/kayaking</i>	7	<i>Bars and clubs</i>	5

<i>Extreme sports</i>	7	<i>Family</i>	5
<i>Luxury</i>	7	<i>Skiing</i>	5
<i>Safaris</i>	7	<i>Snowboarding</i>	5
<i>Nature & Nation. Parks</i>	6	<i>Surfing</i>	5
<i>Museum</i>	6		

Com o intuito de melhor organizar o site e facilitar a jornada do usuário pelo sistema pick2trip, buscou-se a integração de categorias semelhantes em macro categorias, compostas por sua vez, por micro categorias. Em um primeiro momento foram definidas 7 macro categorias, sendo elas, Estilo de Vida, Gastronomia e Vida Noturna, Esporte e Aventura, Natureza e Contemplação, Arte e Cultura, Viagem Urbana e Passeios Turísticos e Turismo Solidário. Após novo refinamento, uniram-se algumas categorias, chegando-se ao número final de 4 macro categorias.

Quadro 3 – Categorias com mais atividades disponíveis no site GYG. (2013)

Categorias	Atividades	Categorias	Atividades
History & Heritage	3249	Bike	839
Nature & Adventure	3233	Art & Museum	823
Walking	3101	Sailing Trips & Boat	820
Day Trips	2296	Food & Gourmet	789
Nature & Panoramic	2282	Archaeology	700
Cruises & Water	2028	Wine Tasting & Winery	607
Food & Drinks	1927	Meet the Locals	491
Water Sports	1403	Hiking	411
Outdoor Sports	1178	Safaris & Wildlife	397
River & Harbor Cruises	1041	Shows & Musicals	377

Para cada macro, buscou-se definir em média 10 micro categorias integrantes. Como embasamento para definição destes elementos foram utilizados os dados apresentados acima, com quantidade de atividades disponíveis do site Getyourguide. Como citado anteriormente, foi o site analisado que melhor definiu as categorias, além de apresentar um número exato da quantidade de experiências disponíveis para cada categoria. A estrutura final foi estruturada da seguinte forma:

- **Aventura e Ecologia:** Nesta categoria estão presentes as atividades de esqui, *snow board*, windsurfe, kitesurfe, *rafting*, cruzeiros, vela, mergulho, mergulho de *snorkel*, canoagem, caiaque, surfe, caminhadas curtas e longas, *off road*, equitação, balonismo, paraquedismo, *paragliding*, escalada, *bungee jump*, turismo de observação da natureza, visitas a parques nacionais e passeios de bicicleta.
- **Vida noturna e Gastronomia:** Nesta categoria estão inclusas as atividades referentes a gastronomia, enologia, cervejas, coquetéis, festas, baladas, *pubcrawler*, festivais de música, fotografia relacionada a gastronomia e *street food*.
- **Estilo de Vida:** Esta categoria inclui, saúde e academia, lua de mel, motocicletas, relaxamento na praia, turismo religioso e espiritual, passeios românticos, spas, *fashion*, carros dos sonhos, passeios de trem, ciclismo, luxo e massagem.
- **Arte, cultura e Viagem urbana:** Esta macro categoria inclui atividades relacionadas a passeios em parques e jardins, pontos turísticos, caminhadas pela cidade, passeios de bicicleta, passeios de *segway*, ônibus do tipo *Hop-On Hop-Off*, parques temáticos, zoológicos e aquários, história, museus, arqueologia, arquitetura, castelos, palácios, igrejas, fotografia relacionada a arte e cultura, literatura, cinema e música.

Assim sendo, unindo os dados tangíveis apresentados acima, guiados pelos conceitos intangíveis do DNA de marca, através de uma ação cocriativa de pesquisa entre o laboratório LOGO e a equipe da empresa pick2trip, estruturou-se o modelo conceitual do sistema pick2trip, utilizado atualmente (2016) pela empresa em seu site na web.

5. CONCLUSÕES

Este artigo apresentou como objetivo principal, o desejo de validar o uso da metodologia *TXM Branding* como instrumento orientador das atividades relacionadas a design, marketing e experiência, assim como colaborar na construção e estruturação de novos produtos de base tecnológica, tendo como foco de estudo a *startup* sediada em Florianópolis, denominada pick2Trip. Com base no objetivo proposto, a metodologia determinada se mostrou bastante eficiente, cumprindo com seu conceito norteador que se baseia na descoberta e edificação de um DNA sólido responsável por orientar as demais etapas de construção, estruturação e gerenciamento de uma marca. Desta maneira, obteve-se sucesso na identificação e extração da essência máxima, representada por cinco conceitos da *startup* catarinense, os quais se mostraram de grande valia como direcionadores da estruturação de um sistema novo, lúdico e dinâmico.

Constatou-se, também, a efetividade da metodologia em *startups*. O fato de trabalhar com produtos inteiramente novos e em fase extremamente inicial não gerou grandes perturbações ao processo, embora a falta de informação como a inexistência de clientes ou fornecedores, comum a este tipo de projeto, tenham originado a necessidade de adaptação em alguns momentos do processo.

Por fim, através da aplicação da metodologia *TXM Branding* foi possível ampliar a visão estratégica de futuro da empresa, assim como possíveis linhas estratégicas a serem seguidas. Deste modo, sugerem-se os seguintes direcionamentos com base no *brand DNA*: (1) Que seja uma constante atividade da empresa apresentar e difundir seu DNA. Não necessariamente de forma explícita, mas sim em ações e atitudes que demonstrem a essência da empresa e facilite uma conexão emocional entre a comunidade de viajantes. (2) Que a equipe estratégica da pick2trip, com ou sem apoio do LOGO, defina, missão, visão e valores de modo a tornar tangíveis tais conceitos que já habitam de alguma forma a mente dos gestores da *startup*. (3) Uso estratégico da comunicação via redes sociais. (4) Ampliação do foco no mercado internacional, uma vez que todos seus parceiros comerciais são estrangeiros e comercializam atividades em dólar ou euro, o que afasta consumidores brasileiros com a variação cambial desfavorável. (5) Busca por parceiros comerciais brasileiros, com a finalidade de ampliar as possibilidades de recomendação em território nacional, hoje escasso ou inexistente. (6) Investir na construção de um aplicativo em plataformas *Android* e *IOS* visando atingir os usuários mais fiéis e recorrentes, além de ampliar a possibilidade de divulgação do sistema em diferentes plataformas. (7) Por último, que se busque na tecnologia o poder *telepático* responsável por tornar o sistema pick2trip o mais *versátil* e *mágico* ambiente de apoio ao viajante, tornando-se referência mundial ao tornar pequenas atividades em grandes e memoráveis *experiências* únicas e autênticas, personalizando o mundo em busca de infinitas “*minhas viagens*”.

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Competitive Advantages Determinants for Successful SME's Internationalization with FDI

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Abstract

The importance of the review of the determinants of the competitive advantages with the value chain model (Porter, 1985) and the Resource-Based View (Barney & Hesterley, 2011), promote a better understanding of the skills that companies must strengthen in order to overcome the current global economic difficulties. The aim of this study was to determine the sustained competitive advantages determinants for successful SME's internationalization with Foreign Direct Investment. A literature review of the referred models, detailing the key steps of the sustainable competitive advantages, will allow our entrepreneurs to take better decisions regarding the process of internationalization. Having both external (market) and internal (company) competitive advantages, this article contributes for collecting the best data to decision making in business strategic opportunities abroad.

Keywords

Competitive Advantages, International Marketing, VRIO Model, Value Chain Model, Resource-Based View, Foreign Direct Investment

1. INTRODUCTION

To support the decision to invest in business expansion, the SME's should analyze the competitive advantages of their companies. The process of internationalization of companies is a study field located at the intersection of international business and the disciplines of business strategy or is the combination of innovative, dynamic behavior and demand risks, which cross national borders and is intended to create value in the organization (McDougall & Oviatt, 2000), that is, the understanding of the internationalization as an activity at the company level crossing international borders with the characteristics of a business orientation defined by innovative behavior, proactive and risk loving.

Table 1. Motivations for the Internationalization of Portuguese Industrial Companies

1. Endogenous	<ul style="list-style-type: none">- Company's growth needs- Take the opportunity of the available production capacity- Achieve economies of scale.- Access to trained/skilled workforce,- Risk diversification
1. Characteristics of markets	<ul style="list-style-type: none">- Saturated domestic markets- Dynamic perception of foreign markets
3. Relationship	<ul style="list-style-type: none">- Reaction to the actions of a competitor- Monitoring (internationalization movements) customers- Approaches (most sought) by foreign companies
4. Access to resources abroad	<ul style="list-style-type: none">- Lower production costs abroad (eg. reallocating)- Access to technological knowledge
5. Government incentives	<ul style="list-style-type: none">- Government assistance

Source: Simões (1997)

Whatever the SME's, when starting their internationalization, it is first necessary to perform deep analysis to external markets and sectors they wish to enter, in order to take knowledge of the main market opportunities and threats and, at the same time, to perform internal reviews of resources and capabilities that have and/or need to have, to enhance the strengths and be aware of the weaknesses, so that this strategic choice of internationalization start from reality.

DETERMINANT FACTORS	REASONS FOR SELECTION/LOCATION <ul style="list-style-type: none"> • Access to strategic assets <ul style="list-style-type: none"> ◦ Technology ◦ Low cost resources • New markets access • Monitoring competition • Monitoring customers 	MARKET ACCESS BARRIERS <ul style="list-style-type: none"> • Country risk • Political and legal barriers <ul style="list-style-type: none"> ◦ Tariffs ◦ No tariffs • Competitive barriers
	INTERNAL <ul style="list-style-type: none"> • Psychological distance • Previous international experience • International experience of the management team • Strategy entry in foreign markets 	EXTERNAL <ul style="list-style-type: none"> • Partners/Previous customers • Not applied requests • Governments/Fairs • Published information • Representatives/Agents

Figure 1. Theoretical Frame of the Determinants Factors of Markets Selection

Source: Galván, 2003

This study approaches the business models that have invested in another country, and whose entry mode was the Foreign Direct Investment, for having some advantages over other forms of operation (Ferreira, 2011): It provides a comprehensive and concerted action at the level of management, marketing, technology and human resources; it allows the company to better exploit its competitive advantages in the target market; It allows to overcome a limited production capacity costs of the target market against export alternative (transport costs, customs duties, production, etc.); avoids some import quotas or other restrictions on foreign trade; It allows to overcome a limited production capacity; It provides uniformity and better control of operations compared to alternative modes such as those licences to local companies; allows a greater adaptation of the product to local market; allows a greater understanding of the preferences of the target market; allows the benefit of the incentives of national and/or regional government for investment. What is intended is that the company meet its competitive advantages and ensure that can transfer them abroad in order to select the entry mode, relative to the risk they are prepared to take on and the desired control. Figure 2 shows the world inflows of foreign direct investment in recent years.

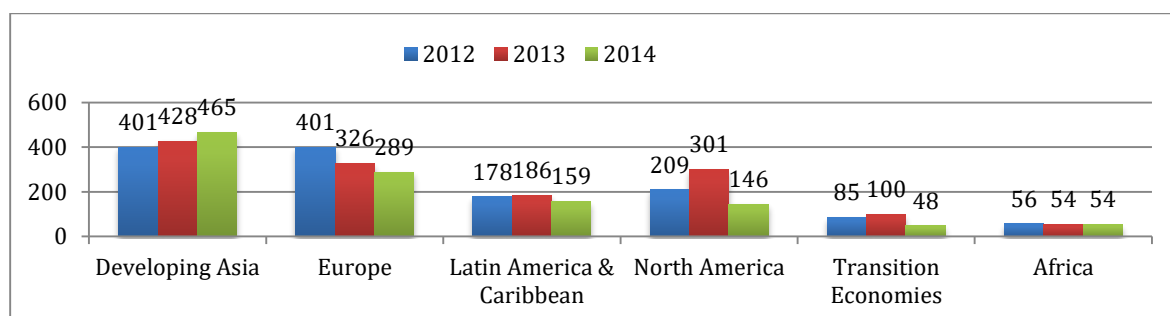


Figure 2. FDI Inflows, by Region, 2012-2014 (Billions of Dollars)

Source: UNCTAD, FDI/MNE database (wir 2015)

To Martin & Martinez (2009), this form of entry is chosen by companies with experience in foreign markets, financial capacity or companies with new products or with a large differentiation. Among the advantages are: the greatest adaptation of products to local demand, distribution and service faster and

more reliable customer, and a much closer relationship with the market and customers. The reasons for the creation of an own production establishment in foreign markets are basically: To supply the market and, where appropriate, of nearby markets; For the low labour costs of the destination country; For the low cost of raw materials, energy; To avoid import barriers; In order to access markets with strong nationalist spirit. According to Ferreira (2011), the FDI benefits to the host country, can imply financial help, access to new technologies and knowledge, local managers training, capital contributions, job creation, export credit and local production of components on balance of payments. To summarize, the advantages of the IDE can be: a high profit potential, the maintenance of full control over operations, to acquire knowledge about local market, avoid taxes, quotas and other mandatory restrictions for importers of the country. Some of the disadvantages may be: high investment in financial and human resources management, exposure to political risks and a more complex coordination management.

2. METHODOLOGY

We performed a literature review concerning the major models of competitive advantages related to foreign direct investment in the internationalization process specifically the Chain Value Model of Porter (1985) and the Resource-Based View (Barney & Hesterley, 2011).

3. LITERATURE REVIEW

3.1. PORTER'S COMPETITIVE ADVANTAGE MODEL

By introducing and develop the value chain, Porter (1985) helped managers to isolate resources which, for being a basic analysis tool for diagnosing the competitive advantages of a company, that is, features that in companies will impact the production of the total value obtained, allows us to understand how an organization develops its strategy and its competitive advantage (António, 2006). The purpose of value chain analysis is to identify the sources of competitive advantage for the company, that is, the aspects or parts of the company that contribute most to generate the total value achieved (Guerras & Navas, 2011). These sources can be found in basic activities, in the interrelations between activities or interrelations within the value system, as shown in Figure 3. Primary activities are those that form the basic production process of the company under a physical point of view. Support activities are not a directly part of the production process, but serve as the support to the primary activities ensuring the normal operation of the enterprise. The competitive advantage may come not only from a specific activity, but also through the interrelationships that are generated between the activities of the company's value chain or between the value system formed by customers and suppliers designated as links.

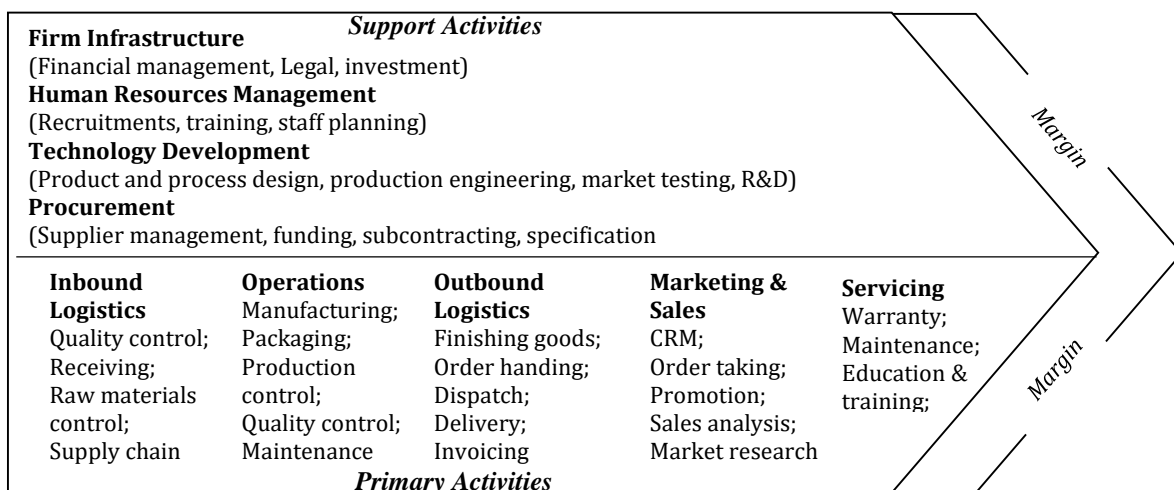


Figure 3. Porter's Value Chain

Source: Porter (2006)

Competitive advantage through links can be achieved from optimization, that is, better performance of an activity can allow cost savings in other activities implementation or from the coordination, and in this case, the advantage appears by achieving a high degree of coordination between activities which causes that both will develop in a more efficient way (Guerras & Navas, 2011). To be internationally competitive, companies must know how to divide the activities of its value chain by the various parts of the world, and how to coordinate them in order to maximize its value, access to new customers and markets with greater potential for other competitive advantages. Once determined the five fundamental pillars of influence in a competitive market, opens up the possibility to obtain competitive advantages through an approach of costs and/or differentiation. Competitive advantage comes primarily from the value that a company can create for their customers, and it is understood as one feature that differentiates it from the other and place it in a relatively higher competitive position (Porter, 2006). Freire (2008), points out that, as the overall business strategy, market strategy must answer to two specific questions in a logical sequence: where to compete, in which market segment to operate and how to compete, and how to exploit the competitive advantages of each company. A company has a competitive rate when its rate of return is higher than the industry average in a given market, that is, the unit of analysis is the industry and not the individual company. The main ways to create sustained competitive advantage and value to customers in their market is presented in Table 2.

Table 2. Strategic Archetypes Based on the Ways how to Explore Competitive Advantages

		Competitive Advantage	
		Lower Cost	Differentiation
Competition Context	Broad Target	Cost Leadership	Differentiation
	Narrow Target	Cost Focus	Differentiation Focus

Source: Porter (1990)

To Porter (2006) the election of strategy depends on the environmental objective analysis in which the company adapts to the logic of its position within the industry, allowing to identify a more favorable position and be internally consistent, i.e., its activity should be consistent supporting and complementing each other. It is in this internal coherence that synergy makes it possible to perform a successful strategy. Competitive advantages can result, for example, either the economies of scale achieved with the company's expansion abroad, as the efficiency of a system of vertical integration, with superior results to those obtained in the domestic market. Other competitive advantages might be: the experience, the brand, the reputation or image, the advertising accumulated, the weight or appearance of the product, the appearance and facilities size, the time in the industry, the base installed, the customer list, the market share, the price (if connected to quality), the company of origin identity (size, financial stability), the patents, the company's reputation or visibility to the General Director of the company. In Table 3 we can observe the consequences and implications of each of the generic strategies of competitive advantage.

Table 3. Implications of Generic Strategies of Competitive Advantages

	Resources and Capabilities	Organizational Requirements	Competitive Risks
Core Expenses	<ul style="list-style-type: none"> • High investment & access to capital • Preliminary draft • Easy manufacturing project • Work supervision 	<ul style="list-style-type: none"> • Strict cost control • Frequency of control • Rigor in liabilities • Evaluation quantitative incentives 	<ul style="list-style-type: none"> • Change in technology • Copy competition • Low costs focus reduction • Loss of differentiation • < focus costs
Differentiation	<ul style="list-style-type: none"> • Product engineering • Creativity and research • Reputation: quality & technology • Cooperation channels 	<ul style="list-style-type: none"> • Integration along the operational chain • Environment innovation • Quantitative incentives 	<ul style="list-style-type: none"> • Copy to competition • Reduction in differentiation • Loss of costs • > differentiation in focus

Focus	<ul style="list-style-type: none"> Combination of resources and capabilities of cost leadership and differentiation of target segments 	<ul style="list-style-type: none"> Organizational requirements cost, leadership & target segments differentiation 	<ul style="list-style-type: none"> Copy by competition Advantage does not focus Segment subfoco
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Source: Freire (2008), adapted from Porter (1990)

3.2.RESOURCE-BASED VIEW

The Resource-Based View (RBV) states that the theoretical approach of the company lies not in their activities in the product market but in either tangible as intangible set of resources, e.g., the focus is on internal resources of the company and how they are acquired or developed. Therefore, the company is seen as a set of resources and capabilities (Barney & Hesterley, 2011). RBV tries to find the source of sustainable competitive advantage of the company based on the concept that companies are very different depending on the features that can integrate and mobilize. The key to profitability is not to make the same as other companies, but in exploring the differences (Grant, 2006). Regarding external aspects, first it should be remembered that if the markets had an ideal competition (product homogeneity, equal prices, complete information of all stakeholders, absence of entry barriers), there would be no reason for the creation of a competitive advantage. The company must have the response capability to allow to take advantage of external changes, anticipating its competitors in exploiting the opportunities. It is therefore necessary that the company is given the necessary information to identify and anticipate the changes and has flexibility of response to redistribute resources and face external changes (Guerras & Navas, 2011). For Hill & Jones (2005), the way how features and capabilities available are used to meet the different advantages, depends on the efficiency (productivity), quality (attributes superior to competitors), innovation (process or product) and to achieve customer satisfaction (identification of needs and the ability to meet them). In Figure 4 we see how the internal factors influence the determination of generic competitive advantages, either by costs or by product differentiation.

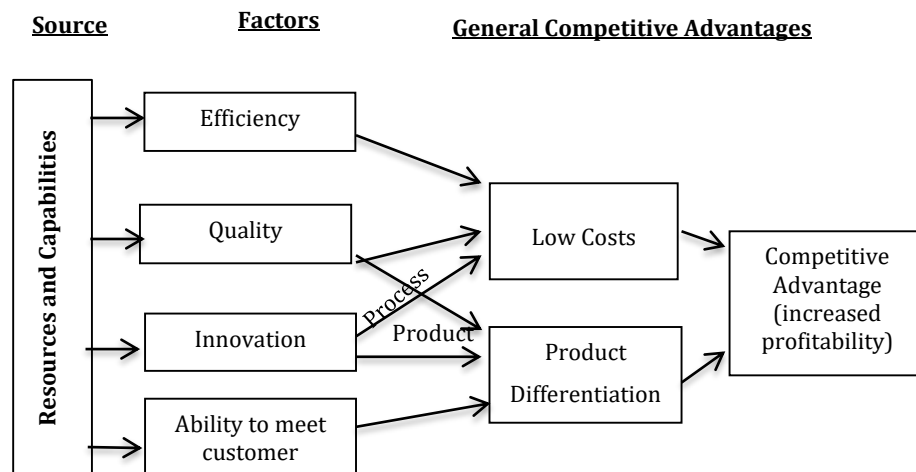


Figure 4. Internal Factors for the Creation of Competitive Advantage

Source: Hill & Jones, 2005

RBV attempts to identify the most relevant resources from a strategic point of view, that should be scarce, valuable, not imitable and irreplaceable (Barney, 1991). Resource-Based View, has the purpose to develop a set of resources and unique and valuable capabilities for customers, which allow to obtain incomes that are hardly imitable and impossible to replace perfectly to ensure profits (López & Sabater, 2001). The theoretical framework based on resources believes that the main sustainable competitive advantage of companies in the international markets are the specific resources (Barney, 1991), ie, a unique set of company resources that creates competitive advantage and established the relationship between resources and the sustainable competitive advantage, starting from the hypotheses or basic assumptions of heterogeneity (Companies differ from each other because of the resources and capabilities that have at a given time) and immobility (the resources and capabilities are not available to all companies under the same conditions). The VRIO conditions allow companies to ensure sustainable competitive advantages (Figure 5).

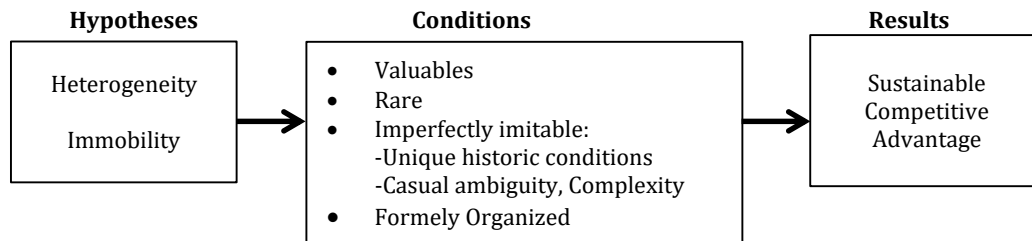


Figure 5. Relationship Between Resources and Sustainable Competitive Advantage

Source: Barney (1991)

The point of view that is based on the resources had a major impact on strategic thinking due to two factors: the profitability provided by capital above the opportunity cost seems to be the main source of differences in profitability between companies and in the case of foreign markets, resources and internal capabilities of the company appear as a more stable basis for formulation of strategies that focus on external customer. This emphasis on the strategy of "offering" more than "demand" has led that many governments in their macro economic policies would improve the productive fabric, grant subsidies for the purchase of equipment and formation to business staff, instead of acting on demand, increasing the salaries of public employees or works of public spending as previously (António, 2006). In order that a company resources are really useful, shall be properly combined and managed to create potential. So we can consider that the organizational capacity is the ability that a company has to perform a specific activity. The resource is something that can be considered as a strength or a weakness for the company. When achieving a competitive advantage we obtain and develop superior features or superior combination of features, that is, the purpose of a business is to obtain and organize resources which are higher than those of competitors (Wernerfelt, 1984). Focusing on the attributes of the company that are unique or have high costs for imitation and utilized as a basis for sustainable competitive advantage necessary for internationalization. The company shall not take into consideration the market to know of what resources must need, but rather rely on the resources that possess or dominates in order to determine which is the best market where shall be applied and developed. These features can be seen as the strength or the weakness of the company, such as the brand, the production capacity of skilled labor, effective procedures, technological knowledge or capital (Moutinho, 2009). In Figure 6 we observe the relationship between resources, capabilities, strategies and competitive advantages and how all of these features give way to skills that can be developed and that determine the company's competitive advantage.

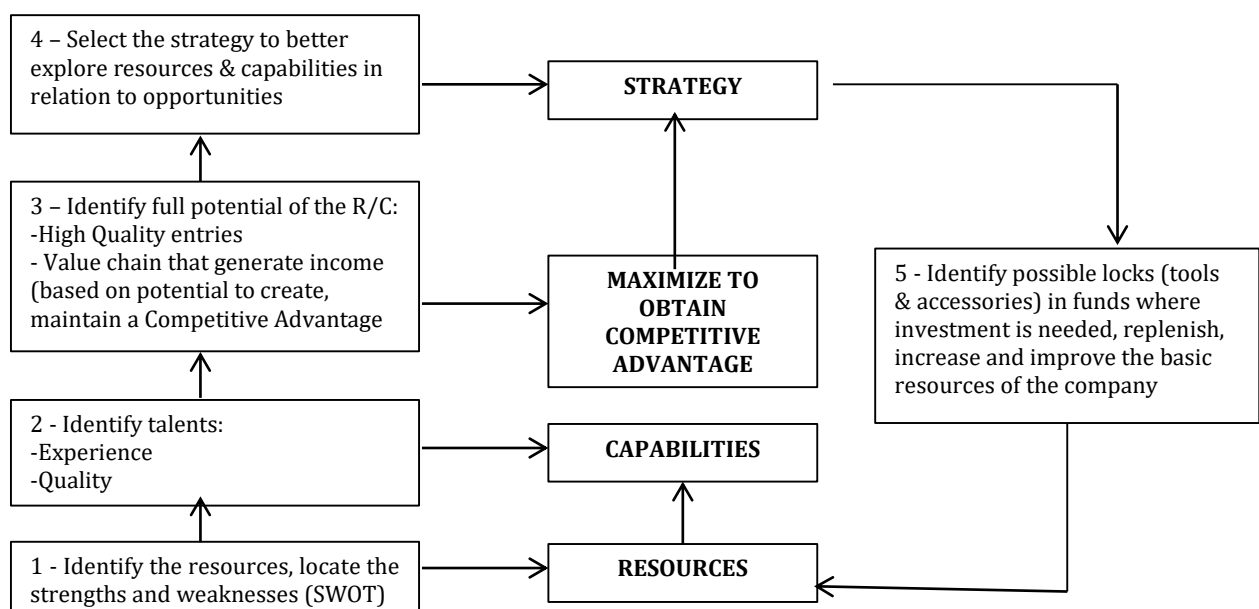


Figure 6. A Practical Approach to Strategic Analysis

Source: Grant (2006)

RBV ensure that companies having specific hard assets, or impossible to imitate, such as trade secrets, specialization of some factories and experience of the personnel involved in the management and production are more profitable, not by making strategic investments with lower costs in the long term, but because they offer lower costs or better products (Teece et al., 1997). These assets are difficult to transfer from one company to another due to transaction costs and because they have the tacit knowledge, ie, business options occur not only in terms of opportunities, but are the result of resources and how they are organized. There are certain factors that facilitate the expansion to foreign markets of companies that differ in certain activities internationally. The entry into new markets should follow certain procedures: **1)** Identify the specific features that the company owns, **2)** assess in what markets these resources can be used more profitably and **3)** decide how to use these results. Barney (1991) states that resources shall be valuable, and so that they can exploit opportunities and neutralize threats in order to achieve the net profit in the long term, resources must be rare (which represents a difference between company and its competitors), imperfectly imitable and irreplaceable (since different resources can generate similar results). It clarifies that the extraordinary income can be earned from VRIO resources, provided that these features bring together the following characteristics: Be Valuable-VALUE (when it allows the company to plan or implement strategies that improve its efficiency or effectiveness, exploring opportunities and neutralizing threats); Be Rare-RARE (between effective or existing potential companies and when the strategy also creates value; in this case they are a source of competitive advantage or value advantage, sustainable); Imperfectly imitable-INIMITABLE (due to: unique historical developments, ambiguous origin, social complexity as the business culture, ownership rights, and patents); O-Organization (since the company has to be organized in order to benefit from the resources, the approach is at the functionality level of and/or utility and not the resource level itself), as a good tool to examine the internal environment of a company. In Table 4 we can observe some examples of features and capabilities that companies can consider as sources of competitive advantage in international markets.

Table 4. Example of Tangible and Intangible Resources, Organization Capability

Tangibles Resources	
Financial	<ul style="list-style-type: none"> • Company staff and equivalent • Company's ability to raise capital • Company's debt capacity
Physical	<ul style="list-style-type: none"> • Modern machinery and installations • Favorable factories location • Machinery and equipment with the latest technology
Technological	<ul style="list-style-type: none"> • Trade secrets • Innovative processes innovation • Patents, copyrights, trademarks
Organizational	<ul style="list-style-type: none"> • Effective strategic planning process • Excellent assessment and control systems
Intangible Resources	
Human	<ul style="list-style-type: none"> • Experience and skills of employees • Confidence • Management skills • Practices and specific company procedures
Innovation and creativity	<ul style="list-style-type: none"> • Technical and scientific skills • Innovation capabilities
Reputation	<ul style="list-style-type: none"> • Brand • Reputation among customers for the quality & reliability • Reputation equity between suppliers without debt
Organizational Capacity	
<ul style="list-style-type: none"> ▪ Skills used by the company to transfer inputs to outputs ▪ Capability to combine tangible and intangible resources 	

Source: Barney & Hesterley (2011)

According to the VRIO model structure, a support response to each question on the company being analyzed, indicates that the company is able to maintain competitive advantage. So, if there are high costs in imitation, the company can enjoy a period of sustainable competitive advantage. Increase in imitation costs, are due to a combination: **1)** unique historical conditions (path dependency, first benefits of moving), **2)** causal ambiguity (relationship between resources and a misty advantage), **3)** social complexity (relationships that can not be repeated), **4)** Patents (the period protection that the company holds until finally runs out). Table 6 shows the concept of hard imitability in VRIO model when company resources are valuable and rare, that is, when there are a temporal, short competitive advantage, or a fast move to a parity in the sector, or otherwise a temporary or sustained competitive advantage, of a large scope of higher profitability that the company takes advantage. The temporality of competitive advantage is an important indicator for each international of company market. Time varies according to the market rules, government institutions (courts, intellectual property protection, control of corruption, state bureaucracy). Properly organized, deals with the structure of the company and control (management mechanisms - compensation, information structures, management controls, relationships, etc.). In Table 5 the competitive and economic implications of the different factors in VRIO Model are shown.

Table 5. Competitive and Economic Impact - VRIO Model

Valuable?	Rare?	Difficult to imitate?	Properly organized?	Competitive implications	Economic implications
No	No	No	No	Disadvantage	Below normal
Yes	No	No	No	Parity	Normal
Yes	Yes	No	No	Short-term advantage	Above normal (at least for some time)
Yes	Yes	Yes	Yes	Long-term advantage	Above normal

Source: Barney & Hesterley (2011)

Because it requires awareness, understanding and perspectives, it is necessary to include in the analysis the decision makers, without which it would not be possible to understand/explore the evolution of the company, and including international development (Moutinho, 2009). The increasing turbulence of the environment led to consider the resources and organizational capabilities as the main source of sustainable competitive advantage and an ideal base for strategy formulation (António 2006). Madhok (2006) developed the theory of organizational capabilities that emphasize the role of know-how, as a valuable resource to generate competitive advantages, that is, look at the company as a set of static and transferable relatively resources that immediately are transformed into capabilities through specific processes of company. One of the greatest merits of this theory comes from the fact that, in addition to being able to explain the location of the activity, is also able to explain the degree of property that the company wishes to obtain. It is able to explain a number of ways of marketing and production abroad, such as exports, *joint ventures*, own subsidiaries, etc., which did not happen with the more traditional theories of entry modes. This leads us to predict that a company develops production activities and / or marketing in a place where it has competitive advantages. Then the company evaluates the executability of generating a competitive advantage in target markets chosen through a careful evaluation of the combination of the specific features of the company and the relevant factors of the target country. This means that, on entering the target market, the company can only have an estimate of the level of requirements in terms of certain resources but may not be able to specify the carefully (Rodrigues, 2011). Among these relevant factors, the literature on the input modes highlights the availability of resources (in terms of raw materials and hand skilled labor), market size, political environment, the legal system, management and infrastructure policies, which may affect the ability that companies have to generate these competitive advantages. In a few words the ability of a company has to establish a competitive advantage in a foreign market will depend on the degree of transfer, efficient and effective, the resources that create value for these markets, as well as the degree of compatibility between these features and the relevant factors for the recipient country (Madhok 2006). This author considers the effects of the location, such as the difficulties in harnessing the expertise existing in a company, resulting

from differences between the context of the country of destination and country of origin. With emphasis on the characteristics that the company has, this method can also be applied to the FDI entry mode. In Table 6 we can see the different categories of resources according to a sequence of Pike, Roos & Marr (2005), related to the owner and the control of resources.

Table 6. Resource Category Table

Group of Resources	Ambit of Usage	Possessor	Resources Control
Human	Resources that are intrinsic to people as: creativity, behaviour, education and skills	Workers	Company
Organizational	Resources developed by the company as: brand image, <i>know-how</i> , culture, rules and strategies	Company	Company
Relational	External resources that the company needs that affect the business as suppliers, customers, regulatory authorities, partners	Others	Others
Physical	Company property, buildings, equipment, materials and products	Company	Company
Monetary	Company funds or other financial assets that can be converted into cash for the company	Company	Company

Source: Pike, Roos & Marr (2005)

4. DISCUSSION

The contribution of Porter (1985, 2006) with his Value Chain Model for strategic internationalization of the SME's, comparing the market factors with the company competitive advantages, helped the entrepreneurs to have a global overview of what are the main issues to define a supported strategy to make the internationalization process, with a clear view of which are the determinant key success factors to internationalization. Focused on the economic value for customers and the differentiation on Marketing, Product or Reputation, a SME can develop its strategy based on the primary activities and the support ones. Some risks concerning this Porter Value Chain Model include the difficulty in maintaining nowadays the leadership on costs, along with remaining differentiated for a long period of time, because the competition is ready to copy and follow the best practices on the market. Other important factor contributing to this situation is the speed of technological evolution that some companies are more able to follow than others, giving them competitive advantage.

Other perspective is what Barney (1991) and Barney & Hesterley (2011) focused with the VRIO Model. Concerning this approach, what is important to care about, in the process of internationalization, are the internal resources to guarantee the ability to be successful. The SME's sustainable competitive advantages should be concentrated on the Value, Rare, Inimitable and Organized way the company collects the internal data according with the needs to be successful in its destination market. For some authors, it might be hard (if not impossible) to find a resource that fulfills all the VRIO criteria. There is also the possibility that the enterprise would not be able to manage an unknown resource, even if the market changes require it. Through such an exterior change, the first sustainable competitive advantage could be lost or turned into a weakness (Priem & Butler, 2001). The market efficiency depends on the research with the assumption on markets in general or efficient market factors, alongside with the ability of the enterprise price precision. In future, the value of any value creation strategy could result from resources (Barney, 1986). According with Hoopes et al. (2003), the exact definition of rare and inimitable as a competitive sustainable advantage will make it hard to prove empirically its assumptions.

In the table below (Table 7) we try to summarize the theoretical framework combining the competitive advantages of the internationalization process.

Table 7. Summary of Competitive Advantages of Internationalization Process

Paradigm	Top Authors	Basic Analysis Units	Central and Brief Explanation Focus of Each Theory
Competitive Strategies	Porter (1985, 2006)	Industries, Companies,	Market Conditions, Competitors position, The importance of external factors for advantages

		Products	
Perspectives based on Resources	Wernerfelt (1984) Barney (1991) Barney & Hesterley (2011)	Resources & Capabilities	Assets, Replaceable movable property, Importance of internal resources as sustainable advantages factors

Source: Self-style adaptation based on Teece (2009)

5. CONCLUSIONS

This article aims to contribute to SMEs entrepreneurs to take into account the determinants of successful internationalization concerning the competitive advantages of their companies. Looking at the external advantages and the internal ones, the entrepreneurs own the data to make better decisions in the internationalization process. The background of the market, considering Porter Value Chain perspective, making a check list of the competitive advantages, and the background of the company according with Barney Resource-Based View perspective, will allow to take better decisions and reduce risks in the internationalization business plan.

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Avaliação da Qualidade do Serviço de Colheita de Órgãos em Portugal

Quality assessment of Organ Harvesting Service in Portugal

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Resumo

A avaliação da qualidade dos serviços (AQS) no contexto do marketing de serviços é um instrumento que permite melhorar um conjunto de procedimentos, tendo como objetivo um serviço de excelência. Tornando-se, importante desenvolver investigações sobre a AQS, para compreender melhor as condições associadas à eficácia das suas atuações. O estudo tem como objetivo contribuir para a compreensão do processo de AQS e para o estudo deste fenómeno no contexto português e, especificamente, nos serviços de saúde. Pretende-se, ainda, explorar a dimensionalidade da AQS através do *Servperf* em contexto dos serviços de saúde, nomeadamente o serviço de colheita de órgãos nacional. Os resultados da versão adaptada sugerem uma consistência interna satisfatória do instrumento.

Palavras-chave:

Marketing Serviços, Qualidade, Satisfação, *Servperf*, *Servqual*

Abstract

The evaluation of quality of services (AQS) in the context of marketing services is an instrument which enables the improvement of a set of procedures, in order achieve service excellence service. It becomes urgent to develop research on the evaluation of quality of services, as well as the critical regions in order to understand the conditions associated with the effectiveness of their actions. The study aims to contribute to a better understanding of the AQS process and the study of this phenomenon in the Portuguese context, and specifically in the health services. It is intended also to explore the dimensionality of AQS through *Servperf* in the context of health services. in particular the Organ procurement service. The results of the adapted version suggest a satisfactory internal consistency of the instrument.

Key words:

Marketing Services, Quality, Satisfaction, *Servperf*, *Servqual*

1. INTRODUÇÃO

A importância dos serviços na criação de vantagens competitivas para as organizações é grande e tem sido alvo de vários estudos. A avaliação da qualidade percebida dos serviços prestados tem sido igualmente motivo de estudos vários em virtude de serem fatores extremamente importantes para a gestão das organizações (Grönroos, 1979).

O presente estudo propôs-se avaliar a qualidade do serviço público no setor da saúde, nomeadamente o serviço de colheitas de órgãos em Portugal.

A motivação deste estudo é parte integrante de um mais amplo estudo, que tem o propósito de AQS no setor de saúde que tem vindo a despertar grande importância no nosso país. O estudo visa compreender a qualidade do serviço de colheita de órgãos em Portugal, através da avaliação de cada um dos cinco Gabinetes Coordenadores de Colheita e Transplantação (GCCT) que compõem a rede nacional de colheitas.

A investigação tem, assim, como objetivos: (i) identificar os principais determinantes da qualidade dos serviços; (ii) adaptar o instrumento *Servperf* (Cronin & Taylor, 1992), à realidade do serviço de colheita de órgãos; (iii) validar o instrumento para avaliar a qualidade dos serviços prestados pelos serviços de colheita de órgãos em Portugal. Por outro lado, a prossecução dos objetivos do estudo proporcionar-nos-á contribuir com um referencial teórico e empírico com o intuito de ser empregue e replicado em serviços médicos de saúde.

A realização deste estudo é pertinente para a realidade portuguesa na medida em que os estudos nesta área são escassos (e.g., Fialho *et al.*, 2009; Freitas & Cozendey, 2008) e no sentido em que poderá servir de base empírica a estudos e intervenções futuras. Esperamos igualmente que este estudo contribua para a promoção de boas práticas nos serviços de colheita de órgãos, uma vez que só com um bom desempenho das equipas dos GCCT é que a equipa de transplante de órgãos poderá desempenhar o seu papel em salvar doentes com necessidades de transplantação. Assim sendo, sem colheita de órgãos não existem transplantes e o êxito do transplante advém também da qualidade do serviço das equipas de colheita dos GCCT.

2. METODOLOGIA

A presente investigação pretende contribuir para a compreensão do processo de AQS e para o estudo deste fenómeno no contexto português e, especificamente, nos SCO. Neste sentido, a investigação apresenta dois objetivos fundamentais, a saber:

(i) adotando como quadro de referência preferencial o modelo *Servperf* de Cronin e Taylor (1992), pretende-se explorar a dimensionalidade da AQS em contexto dos serviços de saúde, nomeadamente o SCO português. Tendo em conta a adaptação que se pretende fazer deste questionário ao contexto de saúde prevê-se que a análise da consistência interna das subescalas do questionário apresente valores do índice de α -Cronbach acima de 0,70 sendo este um valor de consistência interna aceitável segundo Nunnally (1978) e Hair *et al.*, (2005).

(ii) AQS prestados pelos serviços de SCO em Portugal. O interesse por estes serviços prende-se com vários motivos: em primeiro lugar, a grande importância e relevância que o SCO tem tido nos últimos anos em Portugal; em segundo porque não existem transplantes sem um serviço de excelência na colheita de órgãos. Assim sendo, o êxito de um transplante também advém da qualidade do serviço das equipas de colheitas. Por fim, as exíguas investigações no contexto português da avaliação da qualidade deste tipo de serviços é uma razão suplementar para que se investigue nesta área.

A amostra foi constituída por 73 participantes de ambos os sexos (16 homens, 21,9%; 57 mulheres, 78,1%), com idades compreendidas entre 26 e 56 anos. O número de anos que os participantes estão na equipa de colheita de órgãos varia entre menos de 5 e mais de 15. Os participantes são procedentes de três GCCT em Portugal. O gabinete coordenador do Centro Hospitalar de Lisboa Central-Hospital São José participou com 38 elementos representando 52,1% da amostra distribuídos pelas especialidades: anestesista(n=10), cirurgião/ã(n=9), enfermeiro/a(n=16), e outro/a categorias profissionais(n=3). O gabinete coordenação do Centro Hospitalar Lisboa Norte-Hospital Santa Maria com 23 elementos, 31,5% da amostra, distribuídos: anestesista(n=5), cirurgião/ã(n=7), enfermeiro/a(n=10), e outro/a(n=1) por último, o gabinete coordenação do Hospital São João com 12 elementos, 16,4% da amostra distribuída por enfermeiro/a(n=9) e outro/a(n=3).

2.1. INSTRUMENTO DE MEDIDA

A AQS foi realizada tendo por base a escala de medida *Servperf* constituído por 22 itens, utilizando uma escala *likert* de sete pontos: 1-discordo fortemente a 7-concordo fortemente. Os itens organizam-se em cinco dimensões: (i) tangibilidade: composta por 4-itens, perceção sobre as aparências físicas, (ii) confiabilidade: 5-itens, informação sobre a confiança; (iii) presteza: 4-itens, informação sobre a disponibilidade do serviço com presteza e prontidão; (iv) garantia/segurança: 4-itens, sobre a garantia e a segurança do serviço prestado; (v) empatia: 5-itens, sobre o atendimento percebido.

O questionário apresenta bons índices de consistência interna (e.g., [Fialho et al., 2009](#); [Freitas & Cozendey, 2008](#)).

2.2. PROCEDIMENTO

O questionário *Servperf* foi enviado aos diretores dos GCCT, contudo dos 5 gabinetes nacionais só obtivemos resposta de 3 gabinetes de coordenação.

Realizaram-se análises de estatística exploratória e descritiva para a caracterização da amostra e das respostas do *Servperf*. Para a análise das características psicométricas do instrumento de avaliação, procedeu-se à análise descritiva dos itens e consistência interna com o recurso à média, mediana, desvio-padrão, assimetria, *curtose* e à média de respostas aos itens em cada subescala, a fiabilidade (α -Cronbach) e validade (análise fatorial através do teste de esfericidade *Bartlett*, da medida *Kaiser-Meyer-Olkin* e do método *Varimax*). Realizaram-se, ainda, análises descritivas das diferenças das dimensões para homens/mulheres, em função dos gabinetes de recolha de órgãos e por último em função das especialidades.

3. REVISÃO LITERATURA

Ao longo da literatura podemos encontrar variadíssimas definições de serviço. [Parasuraman et al., \(1985\)](#) definem um serviço a partir de quatro características distintivas: (i) Intangibilidade: os serviços não podem ser vistos, tocados, sentidos, ouvidos ou cheirados antes da compra; (ii) Simultaneidade/Inseparabilidade: os serviços são vendidos, sendo produzidos e consumidos em simultâneo; (iii) Heterogeneidade: a qualidade dos serviços depende de quem os executa e de quando, onde e como são executados e; (iv) Perecibilidade: os serviços não podem ser armazenados para venda ou uso posterior.

O serviço é um resultado que principalmente pretende dar uma solução ao pedido de um consumidor, manifestando-se em atividades que ocorrem ao longo da produção do serviço através da interação entre o tomador e o prestador do serviço ([Grönroos, 1979](#)).

O serviço é uma ação ou desempenho essencialmente intangível que uma parte pode oferecer a outra e do qual não resulte posse ou propriedade. A sua produção poderá fazer parte ou não de um produto físico. Por sua vez, [Vargo e Lusch \(2007\)](#) apontam o serviço como a utilização de recursos humanos para benefício do tomador e do prestador do serviço, evidenciando um novo foco com uma evidente alteração nos pressupostos do marketing de serviços e com uma mudança profunda que direciona a lógica da transação para o processo de transação.

Diversos investigadores têm-se debruçado sobre a classificação dos serviços, dos quais destacamos (e.g., [Dilworth, 1996](#); [Lovelock, 1983](#)).

[Dilworth \(1996\)](#) propõe uma classificação pela complexidade do serviço prestado versus o grau de personalização do serviço. A matriz proposta divide os serviços em quatro conforme o seu grau de personalização: uma das dimensões, representa o nível de serviço e o seu grau de complexidade e a outra o grau de personalização.

Uma complexidade alta e um grau de personalização alto representam os serviços que requerem um elevado esforço de formação de nível universitário, sendo complexos e requerendo conhecimentos e experiência. Uma complexidade baixa e um grau de personalização baixo não requerem grande conhecimento, por não serem complexos e não terem um grande grau de personalização. Uma complexidade baixa e um grau de personalização alto requerem uma formação específica. Por último, uma complexidade alta e um grau de personalização baixo requerem uma formação especializada muitas vezes de grau académico pois representam serviços de elevado conhecimento técnico.

3.1. AVALIAÇÃO DA QUALIDADE DO SERVIÇO (AQS)

O paradigma da qualidade iniciou-se na década de cinquenta, após a segunda grande guerra com a recuperação económica japonesa. Desde então é notória a preocupação e a importância da qualidade, assim como a perceção que os consumidores têm dela. Assim sendo, a qualidade passa a ser da responsabilidade de todos os níveis da gestão, mas deve ser conduzida pela gestão de topo e a sua implementação envolve todos. Este conceito tem evoluído ao longo dos tempos (tabela 1), primeiramente foi associado à conformidade, isto é normas técnicas vigentes, posteriormente foi evoluindo progressivamente até à visão da satisfação do consumidor, isto é, só possui qualidade se o consumidor se considerar satisfeito.

Tabela 1 - Evolução do conceito de qualidade

Investigadores	Definição de qualidade
Joseph M. Juran (1990)	A qualidade é um desempenho do produto sem ausência de deficiências;
William E. Deming (1990)	A qualidade é o que o consumidor pretende;
Philip B. Crosby (1994)	A qualidade é as exigências e necessidades do consumidor;
Albrecht (2000)	A qualidade é uma medida de necessidades e de expectativas do consumidor.

Fonte: [Gomes \(2004\)](#).

A qualidade de um serviço é vista como um conjunto de competências que lhe conferem aptidão para satisfazer necessidades explícitas ou implícitas do consumidor ([Aaker, 1991](#)). Assim, uma organização que tem no seu objetivo a qualidade é aquela que satisfaz as necessidades do consumidor.

Durante as últimas décadas têm-se desenvolvido um conjunto de pesquisas dedicadas à AQS, com o intuito de construir novos modelos conceptuais, neste sentido destacamos o modelo *Servqual* e o *Servperf*.

O *Servqual* é composto de 22 itens agrupados em cinco contrutos através de dez dimensões conforme definidas por [Parasuraman et al., \(1985\)](#) e é realizado em duas etapas. Primeiro são comparadas as expectativas dos clientes em relação ao serviço e, em segundo, são comparadas as perceções do desempenho do serviço prestado. O instrumento de medida utiliza uma escala de *likert* de 7 pontos, (discordo totalmente/concordo totalmente). Este modelo considera que a avaliação da qualidade de um desempenho deve ser medida pela diferença entre o desempenho do serviço utilizando as cinco dimensões (tangibilidade; confiabilidade; presteza/disponibilidade; garantia/segurança e empatia) propostas por [Oliver \(1980\)](#).

Por outro lado, [Cronin e Taylor \(1992\)](#) estudaram o modelo *Servqual* e consideraram que a qualidade não devia ser medida pela diferença entre as expectativas do serviço e o desempenho do serviço, mas sim pela perceção do seu desempenho. Com esta perspetiva, desenvolveram o modelo *Servperf*. Este modelo mede a perceção do desempenho do serviço após a sua aquisição, justificando que a qualidade é construída por uma atitude do consumidor em relação às cinco dimensões e afirmando também que a qualidade percebida do serviço tem um antecedente à sua satisfação. Assim, a satisfação do cliente tem mais influência na compra e recompra dos serviços que a qualidade do próprio serviço.

3.2. SERVIÇO DE COLHEITA DE ÓRGÃOS

A Autoridade para os Serviços de Sangue e de Transplantação (ASST) é a que tutela os GCCT e está integrada na administração direta do Estado Português. A ASST é o organismo que controla a colheita de órgãos, tecidos e transplantes tutelado pelo Ministério da Saúde, com autonomia administrativa.

A coordenação nacional das unidades de colheita de órgãos, tecidos e células para transplantação está regulamentada pelo Ministério da Saúde na [Portaria n.º357/2008](#), estabelecendo uma rede de coordenação de colheitas de órgãos e tecidos para transplante (SCO), conforme recomendação do Conselho da Europa.

Os GCCT são estruturas autónomas dotadas de recursos humanos especializados na área da coordenação de colheita e transplantação, compostas por equipas pluridisciplinares para a realização do SCO. Tem como funções coordenar a atividade de colheita e transplantação de órgãos nas instituições de saúde, públicas ou privadas, da sua área de influência articulando assim as unidades de colheita e transplante, bem como coordenar os hospitais doadores e os centros de histocompatibilidade estabelecendo protocolos e procedimentos.

4. COMPONENTES EMPÍRICO

Os resultados obtidos no questionário *Servperf*, começam por apresentar as características psicométricas do instrumento. De seguida, apresentam-se os resultados da predição do instrumento contexto da saúde. Por fim, apresenta-se a estatística descritiva e a análise de diferenças dos resultados do serviço de colheita de órgãos.

A análise da dispersão dos itens do *Servperf* incluiu os valores mínimos e máximos de resposta a cada item, a média, a mediana, o desvio-padrão, a assimetria, a *curtose* e a média de respostas aos itens em cada subescala. De acordo com os dados verifica-se que a média de resposta aos itens do questionário varia entre 4,99 e 6,26. As médias de resposta aos itens por subescala indicam médias elevadas nas subescalas Presteza e médias mais baixas nas subescalas Empatia.

Uma das formas de verificar a sensibilidade dos resultados, isto é, o grau em que estes aparecem distribuídos diferenciando os sujeitos, é verificando a proximidade da mediana e da média, o que se verifica nas respostas T2,T3,F2,F5,C2 e S2. Para além disso, quanto maior for o valor do desvio-padrão maior é a dispersão dos resultados, verificando-se um maior índice de dispersão nos itens T1,E1 e E5. O coeficiente da fidelidade das subescalas com recurso ao cálculo do coeficiente α -Cronbach, variam entre 0,574 (tangibilidade) e 0,874 (garantia/segurança), com uma consistência interna da escala de 0,910. Estes valores, de acordo com os critérios estabelecidos por Nunnally (1978) e Hair *et al.*, (2005), são muito satisfatórios, considerando existir uma boa consistência interna das subescalas.

A dimensionalidade do *Servperf* foi avaliada a partir do modelo de análise fatorial, uma técnica analítica multivariada que analisa a relação entre indicadores e os constructos que pretendem medir. Os indicadores de um constructo devem ser internamente consistentes, isto é, associados positivamente com o mesmo conceito e correlacionados positivamente entre si e seguidamente descrevem-se os resultados do estudo fatorial. Todos os itens foram considerados na análise fatorial exploratória de componentes principais, um método fatorial exploratório apropriado para o estudo de escalas cuja estrutura e dimensionalidade já foram objeto de análise prévia, como é o caso do *Servperf*. Pretendeu-se com esta análise verificar se existem componentes gerais e/ou diferenciadas que possam explicar a variância comum encontrada nos resultados, permitindo a identificação de quantos e quais os fatores que o instrumento está a avaliar e quais os itens que saturam em cada um desses fatores. O valor obtido a partir do teste KMO de 0,832 e o índice de esfericidade de Bartlett $X^2=1186,301$; $p=0,000$, verificando-se uma correlação adequada entre os itens (Spearman, 1910).

Procedeu-se então à análise das componentes principais que permitiram identificar fatores que explicassem alguma comunalidade entre os itens. Na rotação *Varimax* do *Servperf*, constatou-se que cinco fatores forneciam níveis de fiabilidade inferiores quando comparados com o cálculo de quatro fatores. Por esse motivo foi adotada a solução de quatro fatores. Os fatores obtidos através desta análise que apresentaram um valor próprio ≥ 1 (Maroco & Garcia-Marques, 2006), os itens que saturam em cada um dos fatores, bem como o seu grau de saturação, impondo-se a condição desta saturação ser $\geq 0,40$ de forma a se considerarem apenas itens com saturação significativa e a percentagem de variância explicada por cada fator. Obtiveram-se os 4 fatores ortogonais que explicam 67,98% da variância total dos indicadores. O fator-1 explicou 46,713% da variância total, o fator-2 explicou 8,766%, o fator-3 (6,602%) e por fim, o fator-4 (5,895%), da variância total. Em termos gerais refuta-se a estrutura apresentada por Cronin e Taylor (1992), para o caso dos serviços de colheita de órgãos.

Verificaram-se quais os itens que saturam em cada um dos fatores com o nível descrito anteriormente e compararam-se estes resultados com os itens que saturam na versão inicial da escala. Na generalidade dos itens satura significativamente apenas em um fator e todas as cargas fatoriais consideradas para a formação dos fatores possuem valores de carga superior a 0,409, com comunalidade maior que 0,431.

Os itens se distribuem na solução adotada a quatro fatores, tendo por base as dimensões originais da escala *Servperf*. A variável C3 da dimensão Presteza, as variáveis S2,S3 e S4 da dimensão Segurança/Garantia e as variáveis da dimensão Empatia E1,E2,E3 e E4 fundem-se para formar o fator-1, a qual foi denominada “dimensão Empatia”. As variáveis F1,F2,F3 e F4 originais da dimensão Fiabilidade, mais as variáveis C2,C4 da dimensão Presteza, a variável S1 da dimensão Segurança/Garantia e por último com a variável E5 da dimensão Empatia dão origem ao Fator-2 tendo sido denominada por “dimensão Fiabilidade”. As variáveis T1,T2 da dimensão Tangibilidade, mais a variável F5 da dimensão Fiabilidade e a variável C1 da dimensão Presteza, dão origem ao Fator-3 tendo sido denominado por “dimensão Tangibilidade”. Por último o Fator-4 é formado pelas variáveis T2,T3 da dimensão Tangibilidade tendo sido denominado por “Limpeza/higiene”.

Na tabela 2, apresentam-se os parâmetros descritivos dos fatores da solução escolhida.

Tabela 2: Parâmetros descritivos

Fatores	Mínimo	Máximo	Média	DP	Alfa Cronbach
1 Empatia	2	7	5,61	0,97	0,921
2 Fiabilidade	3	7	5,95	0,83	0,891
3 Tangibilidade	3	7	5,74	0,99	0,764
4 Limpeza e higiene	4	7	6,03	0,70	0,588

Fonte: autor

A solução adotada de quatro dimensões tem uma correlação positiva e estatisticamente significativa, indicando e comprovando a validade discriminante do conjunto de fatores encontrados sendo aceitáveis para o objetivo (Spearman, 1910). Tendo-se obtido entre a dimensão Empatia e a Fiabilidade ($r=0,731, p \leq 0,01$), entre as dimensões empatia e Tangibilidade é ($r=0,501, p \leq 0,01$) e entre as dimensões empatia e Limpeza/higiene ($r=0,403, p \leq 0,01$), a dimensão fiabilidade e Tangibilidade ($r=0,643, p \leq 0,01$), e entre as dimensões fiabilidade e Limpeza/higiene ($r=0,398, p \leq 0,01$). Por último, registaram-se correlações positivas e estatisticamente significativas entre a dimensão tangibilidade e Limpeza/higiene ($r=0,354, p \leq 0,01$).

Verificou-se a influência das variáveis estão diretamente ou indiretamente relacionadas com o sentimento de qualidade do SCO. A técnica de regressão permite-nos identificar a importância de cada dimensão para a AQS, para isso recorreu-se à relação existente entre as dimensões com os fatores de qualidade dos serviços, tendo sido identificado uma associação positiva entre as dimensões, com os fatores de qualidade do serviço de colheita de órgãos, a partir da análise de regressão linear simples.

Ao nível da distribuição dos resultados na amostra observou-se que os valores obtidos na nova escala oscilam entre os valores obtidos na dimensão Empatia ($M=5,61; DP=0,97$) e os alcançados na Limpeza/higiene ($M=6,03; DP=0,70$). Além disso, verificou-se, ainda, a existência de uma diferença estatisticamente significativa ao nível da Tangibilidade ($t=0,01; p=0,91$), favorável às mulheres ($M=6,07; DP=0,68$; Homens $M=5,88; DP=0,76$).

No que respeita à análise das diferenças em função dos GCCT, podemos verificar, o desempenho da qualidade por dimensão, oscilam entre valores obtidos na dimensão Tangibilidade do gabinete 1 ($M=4,80; DP=1,07$) e a dimensão Fiabilidade do gabinete 3 ($M=6,32; DP=0,42$), não se verifica a existência de diferenças estatísticas significativas nos gabinetes 1 e 2 por dimensão, registando-se uma melhoria das suas médias por dimensão no gabinete 3.

Ao analisar as diferenças de médias entre as especialidades por dimensão, oscilam entre valores obtidos na dimensão Tangibilidade nas especialidades de Cirurgião/ã ($M=5,48; DP=1,26$) e a Fiabilidade da especialidade Anestesta ($M=6,19; DP=0,82$). Temos a realçar que os Cirurgião/ã têm genericamente as médias mais baixas e um desvio padrão mais elevado em relação às outras especialidades. Contudo, não se verificam diferenças estatisticamente significativas dimensões do *Servperf* em função das especialidades.

5. DISCUSSÃO

Os resultados obtidos da versão adaptada à população aos SCO do *Servperf*, podemos afirmar ser um instrumento com uma boa consistência interna (Spearman, 1910), com valores do índice α -Cronbach entre 0,921 (subescala Empatia) e 0,588 (Limpeza/higiene). No entanto, não foram efetuadas análises subsequentes para testar, com este tipo de serviços, a validade do constructo que este questionário pretende medir, não sendo, por isso, possível retirarmos relações sobre a adequabilidade do modelo ao contexto de saúde.

Verifica-se que a maioria das subescalas apresenta valores de consistência interna superiores a 0,70, sendo que 3 das subescalas apresentam valores superiores a 0,80 Empatia (0,921), Fiabilidade (0,891) e Tangibilidade (0,764). Apenas uma das subescalas apresentam um valor inferior: Limpeza/higiene (0,588) apresenta um valor inferior a 0,80, com consistência interna aceitável segundo Nunnally (1978) e Hair et al., (2005).

Os resultados da análise fatorial deste estudo corroboram esta ideia, uma vez que as subescalas que avaliam a qualidade do serviço ficaram reduzidas a 4 fatores, menos uma que na versão original.

O modelo adaptado à população em estudo avalia a qualidade pelo meio da perceção do desempenho, contudo através dos resultados obtidos constatou-se que quatro fatores forneciam maior fiabilidade interna

apresentando um valor próprio ≥ 1 , tendo uma saturação dos seus itens $\geq 0,40$ (Maroco & Garcia-Marques, 2006). Os quatro fatores adotados tendo por base as dimensões originais dão origem a quatro dimensões: (i) Empatia; (ii) Fiabilidade; (iii) Tangibilidade e (iv) Limpeza/higiene que explicam 67,98% da variância total dos indicadores, refutando a estrutura do modelo *Serfperf*, e as dimensões propostas por Parasuraman et al., (1985), no contexto da avaliação da qualidade dos serviços de colheita de órgãos, por apresentar menos diferenciação nas suas subescalas de avaliação da propostas por Cronin e Taylor (1992).

O modelo proposto de quatro dimensões tem uma correlação positiva e estatisticamente significativa, indicando e comprovando a validade discriminante do conjunto de fatores encontrados sendo aceitáveis para o objetivo, e por outro lado foi encontrada uma associação positiva entre dimensões, tendo em conta os fatores de qualidade percebida do serviço de colheita de órgãos.

Por último os profissionais de saúde das equipas de colheita de órgãos parecem estar globalmente satisfeitos com a qualidade do serviço que prestam, com médias por dimensão que variam entre 6,03 e 5,61. As dimensões encontradas na adaptação do modelo *Servperf*, não apresentam grandes variações de média nas suas dimensões. Contudo o seu desvio padrão varia entre com valor entre 0,83 e 0,97, a dimensão Limpeza/higiene com um desvio padrão inferior relativamente as outras dimensões (0,070), identifica-se que a dispersão estatística através da raiz quadrada da variância por dimensão, não é elevada.

Verificam-se diferenças estatisticamente significativas em função do género ao nível da dimensão Tangibilidade ($t=0,01$; $p=0,91$), favorável às mulheres ($M=6,07$; $DP=0,68$; Homens $M=5,88$; $DP=0,76$), não se regista diferenças significativas em função dos gabinetes de recolha de órgãos, com uma exceção, na dimensão Limpeza/higiene com $p=0,157$. O gabinete 3 regista uma melhoria das suas médias por dimensão, nas diferenças de médias entre as especialidades por dimensão, temos a realçar que os Cirurgião/ã têm genericamente as médias mais baixas e um desvio padrão mais elevado em relação às outras especialidades ($M=5,48$; $DP=1,26$). Contudo, não se verificam diferenças estatisticamente significativas por dimensões do *Servperf* em função das especialidades.

Por fim podemos dizer que a adaptação proposta, tendo por base o modelo *Serfperf* poderá ser utilizada para avaliar a qualidade dos serviços no contexto da saúde, nomeadamente o serviço de colheita de órgãos em Portugal.

Com o instrumento adaptado verifica-se uma variância explicada de 67,98%, tendo uma variância explicada superior ao de Fialho et al., (2009) que obtiveram uma variância explicada de 64,86%. Ambos os estudos obtiveram valores de consistência interna iguais com um coeficiente α -Cronbach $> 0,70$, para as diferentes escalas do instrumento de medida *Servperf*, contudo ambos os estudos obtiveram valores inferiores a um estudo efetuado por Freitas e Cozendey (2008), que obteve um coeficiente α -Cronbach $> 0,75$, para as diferentes escalas do instrumento de medida *Servperf*. Os estudos apresentam um coeficiente de confiabilidade de consistência interna de acordo com os critérios estabelecidos por Nunnally (1978); Hair et al., (2005).

6. CONCLUSÕES

A qualidade é um elemento estratégico para as organizações, logo é necessário medi-lo tendo em conta que a qualidade é a experiência de uma qualidade percebida, permitindo à organização uma análise mais criteriosa da qualidade do serviço, podendo tomar medidas corretivas na construção do seu serviço, proporcionando um serviço de excelência ao tomador do serviço, ficando este satisfeito e influenciado positivamente o serviço.

Esta investigação sobre qualidade dos serviços no contexto da saúde nomeadamente no serviço de colheita de órgãos contribui para a conceptualização da avaliação da qualidade dos serviços de colheita de órgãos. Dos resultados obtidos no estudo pode argumenta-se que os profissionais de saúde que integram as equipas de colheita de órgãos revelaram que avaliação da qualidade do serviço de colheitas tem quatro dimensões de qualidade: (i) Empatia; (ii) Fiabilidade; (iii) Tangibilidade e (iv) Limpeza/higiene, explicada por 67,98% da variância total dos indicadores. Conclui-se, que globalmente os elementos das equipas de colheitas inquiridos encontram-se satisfeitos, com a qualidade do serviço de colheita de órgãos. Contudo analisando a média, o desvio-padrão, o seu mínimo e máximo de cada uma das dimensões da qualidade, o desempenho da qualidade por dimensão, podemos concluir que existem melhorias a implementar em cada uma dessas dimensões de qualidade.

O modelo *Servperf*, adaptado à população dos SCO, tem um coeficiente de fiabilidade das suas subescalas com um α -Cronbach (0,874 e 0,574), com uma consistência interna da escala de 0,910, sendo muito satisfatória de acordo com os critérios de Nunnally (1978); Hair *et al.*, (2005).

Verificou-se uma correlação adequada entre os seus itens, com um KMO de 0,832 e do índice de esfericidade de Bartlett, do método componentes principais e rotação Varimax do *Servperf*. Constatou-se que as soluções de quatro fatores forneciam níveis de fidelidade interna superior aos de cinco dimensões originais, com uma saturação igual ou superior a 0,40 (Spearman, 1910).

Os fatores ortogonais explicam 67,98% da variância total dos indicadores, a correlação entre as quatro dimensões é positiva e estatisticamente significativa, indicando e comprovando a validade discriminante do conjunto de fatores encontrados.

A avaliação da qualidade que os profissionais de saúde do SCO fazem é explicada por 58%, e se recomendava o SCO como local de trabalho é explicada em 50%. Os profissionais de saúde das SCO encontram-se globalmente satisfeitos com a qualidade do SCO, com médias obtidas da escala adaptada, à população do SCO, assumindo nas suas dimensões valores de média que variam entre 6,03 e 5,61.

Por fim podemos dizer que a adaptação do instrumento, tendo por base o modelo *Servperf*, poderá ser utilizado para avaliar a qualidade dos serviços no contexto da saúde, nomeadamente o serviço de colheita de órgãos em Portugal.

Para além das questões que nos parecem especialmente relevantes para a prática da qualidade dos serviços pensamos que é importante referir algumas das limitações desta investigação.

Em primeiro lugar, precisamos tecer algumas considerações em torno dos problemas relacionados com o método de seleção da amostra. O facto de se tratar de uma amostra de conveniência e reduzida, constitui uma limitação à generalização dos resultados obtidos, já que fatores associados a auto seleção podem ter influenciado a decisão dos participantes em aderir à investigação. Outra dificuldade com que nos deparamos prende-se com o instrumento utilizado. Apesar do instrumento estar adaptado à população portuguesa, pelo facto de ser de auto relato está sujeito a erros de interpretação e fatores de desejabilidade social. Confinar o estudo ao serviço de colheita de órgãos constitui uma limitação à generalização dos resultados aos restantes serviços de saúde.

Por último, muitas questões ficam por responder, abrindo perspetivas para novas linhas de investigação. Destacam-se algumas vertentes de estudo particularmente relevantes em relação aos resultados obtidos. Recomendamos que num estudo posterior, se identifique quais as motivações que levam os profissionais de saúde em integrarem as equipas de SCO. Recomendamos ainda que seja feita uma revisão dos itens, à validade do constructo, bem como à convergência entre este instrumento e outras medidas de avaliação.

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Biótipos e a Cultura de Consumo na Sociedade Hipermoderna

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Resumo

A globalização, o desenvolvimento tecnológico, novas formas de comunicação, entre outros elementos, provocam a necessidade de uma revisão constante dos padrões de comportamento dos consumidores, através da averiguação de novas mentalidades. Por conseguinte, na atual sociedade hipermoderna, que revela uma exacerbação dos valores concebidos na modernidade e uma obsessão pelo tempo, importa desenvolver novas percepções através de investigações sobre o comportamento de consumo. Isto é, a hipermodernidade caracteriza-se por uma cultura do excesso, onde as transformações acontecem num ritmo frenético, marcado pelo efémero, pela fluidez e pela flexibilidade.

Nos dias atuais, cada indivíduo pertence a várias tribos e segmentos, considerando a complexidade e as conexões de informações que perpassam aos vários grupos consumidores. Em vista disso, o enfoque da presente investigação é apresentar um modelo conceitual de identificação de biótipos do comportamento humano, pautado pelos três tipos corporais (*doshas*) da Medicina Ayurvédica. O trabalho caracterizou-se como uma pesquisa de caráter qualitativo e quantitativo, do ponto de vista da abordagem, e exploratório descritivo, do ponto de vista de seus objetivos.

Palavras-chave

Biótipos, Hipermodernidade, Sociedade de Consumo, Medicina Ayurvédica, Doshas.

1. INTRODUÇÃO

A globalização, o desenvolvimento tecnológico, novas formas de comunicação, entre outros elementos, provocam a necessidade de uma revisão constante dos padrões de comportamento dos consumidores, através da averiguação de novas mentalidades.

Portanto, nesta sociedade hipermoderna, que revela uma exacerbação dos valores concebidos na modernidade e uma obsessão pelo tempo, importa desenvolver novas percepções através de investigações sobre o comportamento de consumo. Isto é, a hipermodernidade caracteriza-se por uma cultura do excesso, onde as transformações acontecem num ritmo frenético, marcado pelo efêmero, pela fluidez e pela flexibilidade.

Assim, o estudo de biótipos permite o estabelecimento de indicadores sobre novas mentalidades e comportamentos do consumidor, possibilitando ações em várias áreas: sensorial, física, emocional, mental ou espiritual. Posto isto, este presente artigo apresenta um modelo conceitual de identificação de biótipos do comportamento humano, pautado pelos três tipos corporais (*doshas*) da Medicina Ayurvédica, um sistema de medicina tradicional, que entende o ser humano como um conjunto que integra corpo, mente e espírito. O conhecimento dos *doshas*, que interage no organismo de todas as pessoas, base da medicina ayurvédica, permite a consecução de um plano de equilíbrio, em busca de um estilo de vida adequado à matriz de cada ser.

Atualmente, o desenvolvimento de produtos e de campanhas de marketing não podem ser orientados por perspectivas segmentárias. Na sociedade hipermoderna, onde cada indivíduo pertence a várias tribos e segmentos, o foco de tais planeamentos deve ser pautado em biótipos, considerando a complexidade e as conexões de informações que perpassam aos vários grupos consumidores.

2. METODOLOGIA

2.1. ETAPAS DA PESQUISA

O desenho metodológico adotado compreendeu a documentação indireta e direta. Num primeiro momento, o trabalho consistiu em fazer o levantamento e a leitura da bibliografia pertinente a hipermodernidade, comportamento de consumo, biótipos da Medicina Ayurvédica, desenvolvimento de produtos e de campanhas de marketing.

A revisão de literatura contribuiu para obter informações sobre a situação atual do tema ou problema pesquisado, bem como conhecer publicações existentes sobre o tema e os aspectos que já foram abordados. O objetivo desta etapa é a reunião de informações relevantes para a compreensão da temática investigada e elaboração de um referencial teórico sobre o assunto. A análise fundamentada nesses aspectos possibilitou a concretização dos objetivos a que esta investigação se propõe a cumprir.

2.2. PESQUISAS DOCUMENTAL E BIBLIOGRÁFICA

Fazendo uso de metodologias de cunho qualitativo e quantitativo, a investigação deste trabalho foi desenvolvida em cinco estágios: (a) coleta de dados primários e secundários; (b) aplicação dos instrumentos de coleta de dados; (c) análise e interpretação das respostas; (d) elaboração de um modelo conceitual de identificação de biótipos do comportamento humano, pautado pelos três tipos corporais (*doshas*) da Medicina Ayurvédica; (e) redação e editoração do texto final.

2.3. TIPO DE PESQUISA

Esta fase abrangeu a pesquisa de campo, também nomeada de coleta de dados direta, fundamentada na ideia de que a análise de uma unidade de determinado universo oportuniza a apreensão da generalidade do mesmo ou o assentamento de bases para uma futura investigação.

Considerada a sua natureza, esta pesquisa é aplicada por delinear a geração de conhecimentos para a aplicação prática na solução de problemas específicos. É do tipo exploratória descritiva por delimitar as características de grupos relevantes, e a frequência com que um fenômeno ocorre, sua relação e conexão com outros, sua natureza e características.

3. REVISÃO DA LITERATURA

3.1. HIPERMODERNIDADE

A hipermodernidade propõe que, ao contrário do que o contexto da modernidade permitia, as mudanças na sociedade são tão rápidas que não é possível ter uma distância histórica e as ferramentas objetivas necessárias que permitam compreender como as dinâmicas sociais se estão a desenvolver neste momento. Tal como Gilles Lipovetsky (2014, p. 55) sugere:

O que é que já não revela uma modernidade elevada à potência superlativa? Ao clima de epílogo segue-se uma consciência desenfreada feita de mercantilização proliferante, de desregulações económicas, de um furor tecnocientífico [...] Foi tudo muito rápido: o pássaro de Minerva anunciava o nascimento do pós-moderno no momento em que já se esboçava a hipermodernização do mundo.

O conceito de hipermodernidade não entra em conflito com os de modernidade e de pós-moderna. Ele apenas sublinha e atribui ênfase aos objetivos das suas naturezas e projetos. Estamos perante um sistema fluído e flexível, com um número crescente de processos, modelos e estruturas, que permite a adaptação a um ritmo de transição cada vez mais rápido que projeta uma realidade utópica e futurista, que é apenas uma construção na mente presente. Não obstante, cada vez mais, as mentalidades e os comportamentos associados apresentam um carácter volátil que potencia mudanças rápidas e significativas no meio social e na forma como interpretamos e lidamos com o mundo.

A exacerbação dos valores da sociedade, e os perigos que isso acarreta como o politicamente correto, a par da crescente produção simbólica e consumo trouxe à luz um nova sociedade de consumo. Esta nova realidade permite criar, destruir e reconstruir narrativas e significados de uma forma mais rápida e efémera. Tal como Zygmunt Bauman (2007, p. 03) refere, esta reconstrução não é uma necessidade nova:

Modern times found the pre-modern solids in a fairly advanced state of disintegration; and one of the most powerful motives behind the urge to melt them was the wish to discover or invent solids of - for a change - lasting solidity, a solidity which one could trust and rely upon and which would make the world predictable and therefore manageable.

Todas estas questões prendem-se com a alteração das estruturas e das relações de poder, já para não falar nas redes de associações simbólicas que estão rápida a entrar num jogo de mudança que leva a falhas graves na comunicação entre indivíduos e grupos. Uma orgânica mais participativa poderia ajudar a estabilizar o sistema e os seus códigos, atribuindo maior densidade cultural aos símbolos produzidos. Neste sentido, os Estudos de Tendências, ao contrário do estudo da moda e das ondas passageiras, ajudam a compreender a densas e mais sólidas mentalidades por detrás das mudanças sociais. As tendências são as estruturas capazes de orientar a o exercício semiótico de análise cultural e a emergência de arquétipos de estilos de vida.

Logo, os Estudos de Tendências posicionam-se como uma análise à cultura rápida e lenta (McCracken, 2011), ou seja, à articulação entre o que é a vanguarda e cool e entre os processos e estruturas com maior densidade cultural no quotidiano. Sobre a definição de cool, importa referir a visão de Peter Gloor *et al.* (2009, p. 1-2):

We have defined "coolness" as a property combined of four characteristics. First, cool things are fresh and new. [...]. Second, cool things make us part of a community, they help us to be with "people like us". [...] Third, cool things are fun. Owning an iPhone is fun, because it looks so well-designed and cool. [...] Fourth, cool things give meaning to our life. Cool things make people happier and feel good.

Este equilíbrio entre as várias alterações nos comportamentos e nas mentalidades é o cunho desta área interdisciplinar que torna possível um trabalho de campo e uma reflexão sobre o indivíduo e o coletivo através de uma desconstrução dos objetivos e manifestações culturais do quotidiano, incluída nas práticas correntes e nas relações de poder presentes na sociedade. Em qualquer dos casos - sem detrimento do marketing, da cultura de consumo, da economia, da gestão, da sociologia, da antropologia e dos estudos do futuro - estamos a falar de semiótica cultural. Por outras palavras, da construção de sentidos e dos elementos que os comunicam, já para não falar dos vários agentes presentes na disseminação e na construção e desconstrução simbólica que ocorre a todo o momento.

A importância do Estudo das Tendências na compreensão de dinâmicas sociais não se baseia apenas no poder das marcas, dos mercados e dos seus intervenientes, mas principalmente na sua vitalidade e constituição como expressão interpretativa dos comportamentos. William Higham (2009, p. 17) sublinha, sobre a importância da análise de tendências:

The speed of consumer and product change, the blurring of traditional demographics boundaries, the growing power of the consumer and the nature of globalism are all making trend determination a necessity. Trends can help companies make sense of their market in time of change.

Desta forma, importa alertar que a análise de tendências não se esgota numa interpretação, permitindo um conjunto de conflitos de visões e de possíveis realidades sobre o padrão de comportamento e a mentalidade adjacente. Como um grande mapa de conceitos e de práticas, depende da subjetividade interpretativa do analista a construção do jogo dos pormenores e dos elementos que se acredita determinarem a natureza da cultura e da mentalidade associada, conforme a perceção dos diferentes estilos de vida que são interpretados na vida quotidiana e que estão condicionados a diferentes contextos temporais e espaciais. Torna-se assim claro que, independentemente das competências de tradução, análise e interpretação das mentalidades, entramos numa questão de coesão social onde estes padrões, os seus objetos e os processos associados funcionam como elementos complexos que agregam indivíduos em estilos de vida específicos, se bem que líquidos e efémeros, sendo um suporte para as suas construções identitárias e para a proliferação simbólica de práticas e de significados.

O desenvolvimento de uma tendência tem início com um artefacto cultural, ou com uma atitude, que traduz a estrutura mental e cultural abstrata e que é adotado por inovadores, sendo em seguida disseminado por mais sujeitos. Henrik Vejlgaard sugere que uma tendência não representa algo que aconteceu, mas sim uma previsão de algo que vai ocorrer de uma certa forma e que será aceite pelo público em geral (VEJLGAARD, 2008, p. 7). Esta afirmação deve ser interpretada não como futurismo, mas como um resultado normal da disseminação das mentalidades. De acordo com a natureza de cada grupo social, é possível que uma nova mentalidade nasça no seio de um grupo, como elemento distintivo, podendo depois se disseminar por outros sujeitos. Importa sublinhar que um novo padrão de comportamento ou um novo discurso simbólico podem criar novos grupos ou gerar profundas alterações na identidade de um grupo já existente. O surgimento de um novo discurso, associado a uma nova mentalidade, pode provocar grandes alterações no estilo de vida, indo para além das próprias práticas de consumo.

3.2. CULTURA VÉDICA E OS DOSHAS

A Cultura Védica classificou o ser humano, a partir da observação profunda, em categorias físicas, a que chamou de *doshas*, biótipos. Os biótipos desenvolvidos pelos sábios desta civilização milenar, ainda hoje, podem ser aplicados em todas as áreas da vida contemporânea, seja a nível individual, orientando estilos de vida distintos para cada ser, social ou empresarial, podendo dar origem ao desenvolvimento de novos produtos, novos negócios e serviços, campanhas de marketing e publicidade mais direcionadas para o público-alvo, reordenar e organizar a estrutura interna das empresas, tanto interna como na sua atuação externa. Autores e investigadores contemporâneos, como D'Angelo e Côrtes (2008), Lad (2012) e Dasa (2011), ao estudarem o vasto conhecimento desenvolvido pela antiga Cultura Védica, reapropriaram-se dos conceitos desta tradição tornando-a acessível para todos nos dias de hoje.

A Medicina Ayurveda, que faz parte da Tradição e Cultura Védica, é um dos ramos que cuida da saúde e do bem-estar. É um sistema que olha o ser humano na totalidade, vendo-o como um conjunto que integra o corpo, a mente e o espírito (GERSON 1995). Frawley e Ranade (2001) esclarecem que as bases filosóficas da Ayurveda, segundo os tratados mais antigos, estão centradas na teoria dos cinco elementos: éter, ar, fogo, água e terra; bem como nos três tipos corporais, biótipos ou *doshas*, a saber: *Vata*, *Pitta* e *Kapha*. A Cultura Védica indica, igualmente, segundo o biótipo, qual o tipo de tecido mais apropriado para ser utilizado, as cores que o harmonizam tanto nas roupas como no ambiente físico, gemas, aromas e essências específicas (CARNEIRO, 2012). Todas estas indicações são importantes para o mercado consumidor, para o marketing, a comunicação e a publicidade, podendo gerar novos desenvolvimentos de produtos e serviços.

Desta forma, o conhecimento da constituição corporal, dos *doshas* ou biótipos, é um dos pilares centrais da Ayurveda, que nos possibilita desenhar e executar planos de equilíbrio possíveis e inteligentes no caminho da

busca pela longevidade junto com maior qualidade de vida. Os três *doshas*, ou humores, constituem as forças básicas que interatuam e se encontram presentes no organismo de todas as pessoas. Estes são dados no momento da fecundação e seriam a matriz, única e irrepetível, que está presente em cada ser de forma singular. *Vata* é a expressão da força do movimento, *Pitta* a de transformação e *Kapha* a da estabilidade e estrutura. A constituição *doshica*, ou mente-corpo, é a manifestação do predomínio dessas forças no nosso ser. Representam um mapa de nossas áreas de força e também das debilidades que fazem com que o nosso corpo ou a nossa mente fiquem debilitados com o tempo (VERMA, 1995).

As pessoas de constituição *Vata*, que possuem uma percentagem maior de ar e éter, tendem a ser ativas, inteligentes, inquietas e criativas. O seu corpo é delgado com ossos e tendões proeminentes, a pele tende a ser seca e fria. O sono e o apetite nestas pessoas são irregulares e podem, por isso, passar a ter, ao longo dos anos, insônia, ansiedade e temor. Aqueles seres com predomínio de *Pitta*, que possuem maior percentagem de fogo e água, mostram um grande interesse intelectual e tem tendência a serem mais executivas. As proporções corporais neste tipo de biótipo são medianas e as suas extremidades são quentes, transpiram com facilidade, possuem um apetite e uma digestão muito forte. Normalmente reagem com ira e irritabilidade frente aos desequilíbrios quotidianos. As pessoas com predomínio do biótipo *Kapha*, com maior percentagem de água e terra, são metódicas e pensativas, impressionam, são calmos e pouco afetadas pelo cansaço. Possuem uma constituição corporal sólida, com tez suave, cabelo oleoso e grosso. A digestão neste tipo de ser é lenta e constante, com uma tendência para ao sono (VERMA, 1995). Também interatuam, num nível fundamental, em todos os seres as qualidades mentais.

Cabe ressaltar que todos os seres humanos possui os três *doshas*, condição essencial para estar vivo. Se um deles ficar deficiente, a pessoa ficará doente e, se falhar por completo, a pessoa morre. Seria como o DNA, matriz. Por isso os sábios antigos, depois de muita observação, dividiram os seres vivos em dez tipos biótipos: V,P,K, V-P, V-K, P-V, P-K, K-V, K-P, V-P-K. Para todos esses tipos de seres há indicações para o estilo de vida que devem ter; produtos, alimentos, desportos a praticar, aromas e essências mais propícios; tecidos e cores, etc. No mercado atual, observa-se uma série de empresas a utilizar esse conhecimento como forma diferencial num mercado altamente concorrencial.

O vasto conhecimento que a Cultura Indiana antiga possui poderá abrir novas possibilidades para a compreensão do ser humano, do mercado e da sua dinâmica cultural. A sua aplicação em termos práticos poderá proporcionar *outputs* diferentes das que temos hoje, em todos os sentidos. Tendo em conta esta nova realidade, almeja-se alcançar com este projeto uma compreensão maior do modo de vida atual e de como ele pode ser transformado de forma criativa, podendo, se houver pertinência, propor a sua aplicações nos diversos campo das Ciências Empresariais, na Área da Saúde e Bem-Estar e processos criativos individuais.

4. CARACTERIZAÇÃO DA PESQUISA

4.1. CARACTERIZAÇÃO DA PESQUISA

O presente trabalho caracteriza-se como uma pesquisa de caráter qualitativo e quantitativo, do ponto de vista da abordagem, e exploratório descritivo, do ponto de vista de seus objetivos. A abordagem qualitativa permite uma profunda e detalhada imersão do investigador sobre a realidade social pesquisada. Do mesmo modo, este trabalho apresenta teor quantitativo visto a aplicação de inquérito e análise estatística.

4.1.1. PESQUISA QUANTITATIVA

A literatura pertinente aos métodos e técnicas de pesquisa, ainda hoje, legitima as diretrizes de cientificidade dos métodos quantitativos, seja para a investigação dos acontecimentos físicos como para os culturais. Em vista disso, pode-se afirmar que este trabalho utilizou métodos de pesquisa *survey* exploratória, uma vez que proporciona a organização de ideias para a assimilação do conjunto do problema (PRODANOV e FREITAS, 2013).

4.1.1.1. AMOSTRA E AGENTES ENVOLVIDOS NA PESQUISA QUANTITATIVA

De acordo com Gil (2010), população conceitua-se como um grupo determinado de elementos com certas características e amostra é o subconjunto desta população, através da qual as características são estabelecidas. Nesta investigação, a população escolhida foi alunos dos cursos de Mestrado em *Branding* e Design de Moda,

Licenciatura em Marketing e Publicidade e Licenciatura em Design do IADE – Instituto de Arte, Design e Empresa - Universitário. A amostra foi censitária e recaiu sobre os alunos das turmas de *Visual Merchandising* ano 2014-15 (2º. Semestre); Turma Criatividade e Inovação ano 2014-15 (2º semestre); Turma Criatividade e Inovação ano 2015-16 (1º. Semestre) e Turma História e Crítica da Moda ano 2015-16 (1º. Semestre), totalizando 100 questionários respondidos.

4.1.1.2. INSTRUMENTO DE COLETA DE DADOS

A ferramenta escolhida para a coleta de dados foi o questionário estruturado e não disfarçado, composto por três partes, uma para cada *dosha* (biótipo), a saber: *Vata, Pitta e Kapha*. Cada uma das partes continha vinte perguntas fechadas e as respostas deveriam ser respondidas conforme a identificação do “humor” do respondente aquela pergunta, em uma escala de 1 a 6, a saber: (a) escala de 1 a 2: não se aplica; (b) escala de 3 a 4: se aplica às vezes; (c) escala de 5 a 6: se aplica quase sempre. O instrumento de coleta de dados foi aplicado de forma pessoal entre os meses de fevereiro a novembro de 2015.

4.1.1.3. DESCRIÇÃO DO TRABALHO ESTATÍSTICO

A situação de pesquisa *survey* exploratória definiu a triagem de itens do instrumento proposto, conforme os objetivos delineados para a investigação, isto é, a construção de um modelo conceitual de identificação de biótipos do comportamento humano.

4.1.1.4. DADOS ESTATÍSTICOS

A princípio, fez-se uma análise descritiva das informações obtidas no questionário para cada *dosha* independentemente. Posteriormente, foram realizados os seguintes cruzamentos: (a) entre o tipo físico do aluno e o resultado obtido; (b) entre as pesquisas bibliográficas realizadas e a compilação dos resultados; (c) entre os resultados obtidos e a identificação de categorias de pessoas com determinadas características pessoais.

4.1.2. PESQUISA QUALITATIVA

Segundo Prodanov e Freitas (2013, p. 70), a pesquisa qualitativa “considera que há uma relação dinâmica entre o mundo real e o sujeito, isto é, um vínculo indissociável entre o mundo objetivo e a subjetividade do sujeito que não pode ser traduzido em números”. Portanto, esta etapa da pesquisa foi conduzida com base no método indutivo, uma vez que objetivou gerar informações descritivas da realidade pesquisada. Logo, o processo e seu significado foram os pontos centrais da abordagem. Para a execução desta fase da pesquisa, utilizou-se o método de grupo de foco *on-line*.

4.1.2.1. AMOSTRA E AGENTES ENVOLVIDOS NA PESQUISA QUALITATIVA

Nesta fase da pesquisa, a amostra examinada foi integrada por pesquisadores em áreas afins à proposta do modelo (medicina ayurvédica, biótipos, marketing, design, administração, comportamento do consumidor, desenvolvimento de produtos). Os *experts* selecionados eram procedentes de vários locais de Portugal e do Brasil, o que engrandeceu a pesquisa em termos de outros conhecimentos regionais e possibilitou o intercâmbio de informações sobre o comportamento do consumidor. A amostra foi não-probabilística intencional e, no final das três rodadas, 18 (dezoito) pesquisadores compuseram a amostra do grupo de foco *on-line*.

4.1.2.2. MÉTODO DE COLETA DE DADOS

Na etapa de pesquisa com os especialistas, a opção incidiu sobre a utilização de pesquisa qualitativa na forma de grupo de foco *on-line* com a utilização da técnica *Delphi* (ou método *Delphi*), indicado para circunstâncias em que há interesse na discussão de certa temática; obstáculos e impedimentos de encontros presenciais ou a necessidade de manutenção do anonimato dos participantes.

O instrumento de coleta de dados foi enviado para os respondentes por meio eletrônico, acompanhado de uma correspondência explicativa, e com reforço de duas vezes para lembrança da necessidade do envio de resposta.

4.1.2.3. DESCRIÇÃO DO TRABALHO ESTATÍSTICO

Esta pesquisa, sendo do tipo exploratório descritiva, apresentou a frequência com que um dado aparece, sua relação e conexão com outros elementos. Efetivou-se através da utilização de grupo de foco *on-line* e da técnica *Delphi*, que busca o consenso de opiniões de um grupo de especialistas a respeito de eventos futuros. A operacionalização do método *Delphi* realizou-se nos seguintes termos: (a) definição do problema/tema a ser pesquisado; (b) seleção dos especialistas; (c) consulta aos especialistas, por meio de rodadas de questionário; (d) primeiro questionário com o propósito de obter o posicionamento inicial dos participantes sobre facetas gerais; (e) segundo questionário para a identificação de aderência na abordagem e um primeiro exame para a construção de prioridades; (f) terceiro questionário com a intenção do estabelecimento de consenso e determinação de melhores conceitos. A aplicação do método *Delphi* foi executada entre os meses de novembro de 2015 a fevereiro de 2016.

Os potenciais respondentes de áreas afins foram contatados, individualmente, por estes pesquisadores, através de correspondência via correio eletrônico. O documento apresentava quais os objetivos da pesquisa; explicações sobre a técnica *Delphi*; um resumo da investigação; além de mostrar a importância da participação deles no estudo. Aos integrantes que, efetivamente, aceitaram compor a pesquisa, foram enviados os questionários; uma breve explicação dos motivos do projeto e instruções para o preenchimento e devolução, via email.

No primeiro questionário, de seis perguntas, os vinte especialistas envolvidos escolheram os cinco tópicos mais representativos para cada questão, atribuindo notas de 1 a 5 conforme sua importância, sempre considerando a identificação de biótipos do comportamento humano, pautado pelos três tipos corporais (*doshas*) da Medicina Ayurvédica. Nesta etapa, houve abstenção de 10% de respostas, e o prazo para devolução foi de duas semanas. Os resultados do grupo de foco foram ponderados a partir da metodologia denominada Análise de Conteúdo, considerada uma técnica para o tratamento de dados que visa identificar o que está sendo dito a respeito de determinado tema.

Optou-se por uma grade de análise aberta, flexível, definida durante o curso da pesquisa e passível de modificações até que se obteve um conjunto final. A síntese dos resultados foi comunicada aos membros do grupo que, após tomarem conhecimento, responderam o segundo questionário que apresentou, obrigatoriamente, os resultados do primeiro questionário, possibilitando que cada respondente revisse sua posição frente à presciência e argüição do grupo em cada pergunta. Nesta etapa, o grupo escolheu, de acordo com o seu conhecimento, os três tópicos mais representativos para cada pergunta, atribuindo notas de 1 a 3 conforme sua importância para a identificação de biótipos do comportamento humano. Não houve abstenção de respostas e o prazo para devolução foi de uma semana.

As interações se sucederam desta maneira até que um consenso foi obtido, no terceiro *round* de perguntas, apresentadas através de textos referentes aos tópicos das questões anteriores. Além de comentários e observações a respeito do resultado obtido, os participantes escolheram uma das alternativas apresentadas: (a) Concordo plenamente com o texto; (b) Concordo parcialmente com o texto. Por quê? (c) Não concordo com o texto. Por quê?

Neste estágio igualmente não houve abstenção e o prazo para devolução foi de duas semanas. O anonimato nas respostas eliminou o alcance de fatores como o status acadêmico ou profissional do respondente, ou sua capacidade de oratória, na consideração da validade de seus argumentos. Contudo, é interessante notar que os profissionais ligados diretamente à área específica foram unânimes em suas respostas, diferentemente, de especialistas de áreas afins. Isso, com certeza, demonstrou o efetivo engajamento no processo dos participantes atuantes no campo, importante vantagem que confere credibilidade ao estudo.

5. MODELO PROPOSTO

Diante do exposto e pautado nas pesquisas bibliográfica e documental deste trabalho, elaborou-se um modelo conceitual de identificação de biótipos do comportamento humano, pautado pelos três tipos corporais (*doshas*) da Medicina Ayurvédica, um sistema de medicina tradicional, que entende o ser humano como um conjunto que integra corpo, mente e espírito. Foi desenhado a partir das análises qualitativa e quantitativa com designers, estudantes, especialistas da academia, *experts* em medicina ayurvédica e de áreas afins.

O modelo proposto é relacional, em rede, tendo como pilares de sustentação os tipos corporais (*doshas*) da Medicina Ayurvédica, a *behavioral meteorology*, os Estudos de Tendências e a gestão estratégica. A natureza deste modelo é abrangente, mas com escopo delineado, desafiador, mas alcançável pelas empresas de desenvolvimento de produtos e serviços.

Para a identificação dos biótipos, o modelo proposto utiliza como indutores: (a) Aumento gradual da capacitação em inovação do produto de design; (b) Melhoria da qualidade do processo e do produto; (c) Sinergia interna nas estratégias de diversificação; (d) Maior interação com usuários e consumidores; (e) Aperfeiçoamento da gestão em todo o processo produtivo.

É um modelo participativo e seus atores são os empresários e os clientes. É um consenso bipartido (indústria X gestão de pessoas), estruturado em torno do cliente, exigindo mudanças essenciais para o processo existente atualmente. A empresa deve planejar e alinhar suas ações de negócios, de marketing, suas comunicações, sua tecnologia e seu pessoal para sustentar o valor desejado pelo cliente.

O objetivo do modelo é criar condições para a delimitação de grupos comportamentais na contemporaneidade. A ideia de público-alvo, atualmente, é complexa, pois as segmentações por idade, classe social ou estilo de vida não correspondem à realidade (LEVINBOOK e BARBOSA, 2010). Outros valores como pensamentos e atitudes, relações interpessoais, seus interesses pessoais e valores (morais, éticos, políticos, etc) contribuem para o constructo destes conjuntos de pessoas.

Na primeira etapa da investigação, finalizou-se o modelo conceitual, o qual deverá ser aplicado e validado na segunda fase da investigação. Nesta fase serão escolhidas cinco empresas de porte pequeno, na área do design, para a validação do modelo. A proposta é utilizar grupos de foco para cada tipo corporal (*doshas*) da Medicina Ayurvédica. Portanto, serão utilizados métodos de pesquisa quantitativa e qualitativa. A partir de então, o desenho metodológico do modelo será divulgado, de forma ampla e irrestrita, à todas as empresas interessadas em aplicar o modelo.

6. CONCLUSÕES

O modelo conceitual de identificação de biótipos do comportamento humano apresentado representa uma opção para estimular o comprometimento dos setores industriais envolvidos com o desenvolvimento de produtos e serviços. É um instrumento de articulação e organização para ações estratégicas, além de representar um espectro de futuro compartilhado e uma direção estratégica de consenso.

Os benefícios podem impactar positivamente toda a sociedade e sua execução será possível por um movimento amplo, fundamentado, não em ações individuais, mas, sim, em associações e alianças fortes e duradouras entre a indústria e seus públicos-alvo. Portanto, quando validado, o modelo poderá ser sugerido para as micro e pequenas empresas de desenvolvimento de produtos e serviços.

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Localização e Produção Digital Multilingue: relato de uma experiência com a *ESN Minho*

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Resumo

Partindo da análise teórica do conceito de localização e da sua relação com a tradução no mundo contemporâneo, pretende-se apresentar, na presente comunicação, uma experiência pedagógica que consistiu em levar alunos do Mestrado de Tradução e Comunicação Multilingue (MTCM) a localizar o website da *Erasmus Student Network Minho* (ESN Minho). Este trabalho de atualização do website passou essencialmente pela criação de mapas interativos de divulgação da região do Minho, das cidades de Braga e Guimarães, bem como das infraestruturas da Universidade do Minho. Aquando do processo de produção destes mapas destinados à integração dos alunos estrangeiros, os alunos puderam experimentar a real dinâmica entre o cliente e o prestador de serviços. Para responder às solicitações, cada vez mais exigentes, do mercado e da sociedade moderna, é inquestionável, como veremos, a importância da integração das TIC na formação dos tradutores localizadores.

Palavras-chave

tecnologia, tradução, localização, mapa, Minho

1. INTRODUÇÃO

É inquestionável a importância da integração das Tecnologias de Informação e Comunicação na formação dos tradutores, que se pretende atual e em linha com as exigências do mercado e da sociedade moderna (Austermühl, 2001; Maia *et al.*, 2002; Nogueira do Céu, 2009; Pym, 2010). Criaram-se novos hábitos, mudou-se de forma inegável o modo como se percebe o mundo, alargaram-se horizontes. Aliadas a essas mutações vão surgindo necessidades cada vez mais específicas. Com a democratização das tecnologias, vemos televisão digital, comunicamos por e-mail, *Skype*, *Whatsapp*, partilhamos conteúdos online através das redes sociais, procuramos informações no *Google*, fazemos compras online, realizamos operações bancárias e recorremos, sempre que possível, aos portais dos vários serviços públicos. Mudou também a forma de trabalhar: há um sem número de tarefas que podem ser realizadas à distância de um clique, as empresas recorrem ao teletrabalho e aos prestadores de serviços, pessoas de vários países e em diferentes países podem estar envolvidas no mesmo projeto.

Nas últimas décadas, a economia mundial tem-se caracterizado por uma forte expansão das trocas internacionais. Com o acréscimo da concorrência internacional, as empresas procuram encontrar novas formas de estar no mercado global. Estas mudanças têm tido um efeito potenciador no crescimento do uso das línguas na sociedade e um grande impacto, acima de tudo, nas indústrias da língua e nas profissões relacionadas com a língua. O quadro de competências técnicas exigidas a um tradutor tem vindo a alterar-se ao sabor das tendências do mercado e das inovações que invariavelmente surgem no campo tecnológico. Para além de um profundo conhecimento de pelo menos duas línguas, os profissionais ao serviço da língua tais como os tradutores devem ainda dominar as tecnologias da informação bem como as ferramentas de tradução assistida por computador e possuir conhecimentos sobre várias áreas (Soares, 2012: 72).

A maioria dos tradutores profissionais é, de facto, solicitada para traduzir em diversas áreas de especialidade e para agir sobre/com a língua em suportes informáticos de diferente tipologia. O uso de *CATtools* (ferramentas de apoio à tradução), a transferência de ficheiros online, a partilha de memórias de tradução e de bases terminológicas bilingues e multilingues assim como a procura de informação com ajuda de motores de buscas são práticas generalizadas na comunidade – tradutores, clientes, agências de tradução (Austermühl, 2001; Brum, 2008; Folaron, 2010; Cunha, 2015).

No caso específico da localização, ou seja, na adaptação de características de um produto ao público-alvo *locale* (país, região e língua), o tradutor, muitas vezes, também é técnico, ou tem de saber trabalhar e comunicar com profissionais de áreas técnicas, aquando da tradução e, como acontece frequentemente nos websites, na sua manutenção e atualização (Pym, 2011). Já em 1998 Esselink afirmava existir na localização uma maior ênfase nas ferramentas de apoio à tradução e na tecnologia do que na indústria da tradução tradicional, o que ainda se verifica, mas de forma muito mais atenuada, dados os avanços dos últimos anos.

São assim exigidos ao tradutor, além das competências de ordem puramente linguística, conhecimentos de ordem informática. Basta consultar a oferta de emprego na área para o perceber esta tendência. Acresce ainda que num mercado em que se dá preferência a profissionais polivalentes (o que significa menos custos), um tradutor que se queira especializar em localização tem necessariamente de investir na sua formação; a tipologia textual é ampla, os documentos a traduzir podem estar em vários formatos, a forma de trabalhar também pode exigir mais ou menos conhecimentos de informática.

2. A COMPLEXIDADE DA GESTÃO DE UM PROJETO DE LOCALIZAÇÃO

Nas linhas que se seguem, espera-se contribuir para a identificação quer das competências do localizador, quer das dificuldades resultantes deste tipo de projetos. Importa começar por refletir sobre os conceitos e competências da tradução vs localização e de que forma estes conceitos se relacionam, isto porque, “translation is only one of the activities in localization; in addition to translation, a localization project includes many other tasks such as project management, software engineering, testing and desktop publishing” (Esselink, 1998). Tendo presente as noções de *localização* de Bert Esselink (1998): - «the translation and adaptation of a software or web product» - ou da LISA (Localisation Industry Standards Association) - «Localization involves taking a product and making it linguistically and culturally appropriate to the target locale (country region and language) where it will be used and sold» (*apud* Esselink, 1998), verificamos que este conceito, que surgiu num contexto muito concreto de adaptação de um software ou programa informático às exigências e necessidades de utilizadores com especificidades linguísticas e culturais, evoluiu consideravelmente com o avanço da tecnologia, estendendo-se agora a toda a informação contida em documentos em HTML e XML, páginas web, ajuda online e manuais. De facto, não é possível restringir a localização a uma única tipologia textual nem a um único formato, o que distingue e dificulta consideravelmente o trabalho do localizador (Peixoto, 2014: 11). Temos assistido a uma crescente procura de documentação técnica multilingue, de sítios web multilingues, de adaptações de jogos de vídeo, de DVDs legendados, de produtos software localizados ou ainda de programas comerciais internacionais.

Se a tradução se refere à transposição de barreiras linguísticas, a localização remete para a transposição de barreiras culturais. Esta adaptação linguística e cultural é, pois, imprescindível à comercialização além-fronteiras de um produto, pois há barreiras culturais que têm de ser derrubadas de modo a que o utilizador possa experienciar um produto informático como se tivesse sido criado de origem a pensar em si (Folaron & Gambier, 2007). O processo de localização engloba aspetos que podem ir desde a formatação da data e da conversão da moeda a questões legais ou religiosas. A localização de software é um dos mercados dominantes da localização, em conjunto com a localização de sítios Internet, e requer, como relembram Núñez Piñeiro & Mullamaa (2006), competências de tradução aplicadas a uma variedade de novas competências relacionadas com a informática. Dado que lida simultaneamente com aspetos linguísticos e não linguísticos, o localizador é, como refere Gouadec (2003), o tradutor “le plus abouti” por necessitar de competências mais específicas do que os outros tradutores. Note-se ainda que Localização e Tradução são conceitos em permanente relação com Globalização e Internacionalização, o que deu origem ao acrónimo *GILT* (Cadieux & Esselink, 2004). Podemos resumir o fenómeno desta forma: a Globalização inclui todas as operações necessárias para que um produto possa entrar com sucesso no mercado internacional, o que inclui a Internacionalização (criação de material que permita alterações de forma que o software / website possa ser disponibilizado num formato familiar ao utilizador normal em diferentes línguas de chegada) e a Localização (o processo de adaptação do software/website, que inclui a tradução, mas que vai mais além desta). Se a Globalização, como referem Cadieux e Esselink (2004), é um processo que envolve dois passos – a Internacionalização e a Localização –, também é correto afirmar, como fazem os autores, que a maior parte da Localização é composta pela Tradução.

3. PROJETO ESN_MTCM: SURVIVING@MINHO

As possibilidades que a Internet oferece são imensas e cada dia aparecem novas aplicações e serviços que oferecem experiências cada vez mais ricas ao utilizador. Para além da contextualização inicial sobre a necessidade de integração de tecnologias digitais na formação dos alunos da área de humanidades e mais concretamente na formação dos (futuros) tradutores localizadores, é nosso objetivo apresentar, na presente

secção, uma experiência pedagógica que consistiu na atualização do website do cliente *Erasmus Student Network Minho* (ESN Minho) no âmbito da unidade curricular de *Localização e Produção Digital Multilíngue* do *Mestrado em Tradução e Comunicação Multilíngue* da Universidade do Minho (UM). Em consonância com os objetivos da ESN internacional, a ESN Minho procura proporcionar, desde 2011, informação aos estudantes que optem por passar um período da sua formação na Universidade do Minho. O público-alvo é principalmente o europeu (estudantes, pessoal docente e não-docente), mas estende-se ao resto do mundo, na medida em que abrange países da América do Sul, América do Norte e Ásia.

3.1. Apresentação do Website *Erasmus Student Network Minho*

Para além da revisão dos conteúdos do site da ESN Minho, o trabalho desenvolvido no âmbito dessa unidade curricular passou essencialmente pela criação de conteúdos úteis aos estudantes estrangeiros de forma a poderem tirar o máximo partido da sua experiência académica na Universidade do Minho. Esta Universidade conta com dois *campi* – Gualtar em Braga e Azurém em Guimarães. Conforme se pode ver na figura abaixo, os separadores já existiam no website (<http://esnminho.org/pt-pt/node/60>) mas estavam por desenvolver:

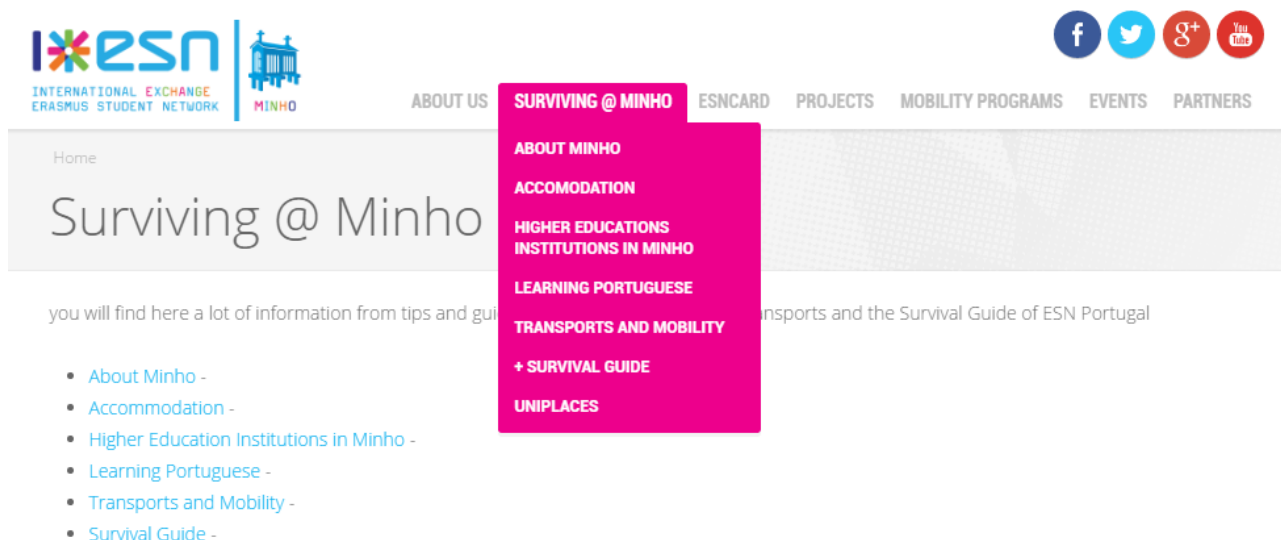


Fig.1 separadores a atualizar ou desenvolver no projeto ESN-MTCM

Ao consultarmos o website da ESN Minho ou da ESN internacional, verificamos que os conteúdos estão em inglês, língua franca que possibilita a comunicação e o entendimento a nível internacional (Maurais & Morris, 2005). O objetivo fundamental do site é o de divulgar um programa europeu e, desde logo, direciona os conteúdos para um público-alvo que não é português. De igual modo, a divulgação nas redes sociais é sempre feita em inglês, nunca em português. Ou seja, é pouco o texto existente em português. Fica a ideia de que os conteúdos não são traduzidos mas criados de raiz para recetores estrangeiros. O projeto que a seguir apresentamos fugiu um pouco à regra: os novos conteúdos foram, de facto, pensados e desenvolvidos em inglês, mas houve sempre a preocupação de apresentar a respetiva versão portuguesa.

3.2. Metodologia

A globalização e a mobilidade de alunos aumentaram sem precedentes os contactos entre as culturas e a coabitação entre diferentes modos de vida, contribuindo para a multi/interculturalidade das universidades (Ramos, 2007: 223). Nesse sentido, a ESN Minho explicitou a necessidade de criação de conteúdos que servissem de apoio à vida dos estudantes estrangeiros e de «cartão de visita» da Universidade do Minho, mas, acima de tudo, da região e do país. Os conteúdos criados no âmbito da unidade curricular acima mencionada foram conteúdos em inglês britânico de divulgação da região do Minho, das cidades de Braga e Guimarães, da Universidade do Minho, bem como de informação sobre as infraestruturas e condições de ambas as cidades e da própria Universidade ao nível da saúde, dos transportes e da oferta cultural. Além de explicitar uma preferência pelo inglês britânico, tendo em conta que o público-alvo é europeu, o cliente pediu que os conteúdos não tivessem referências que carecessem de alteração constante (tal como datas, preços, etc.) Sendo uma organização sem fins lucrativos e assente no voluntariado, este ponto foi considerado crítico pelo cliente. Uma vez que se pretendia uma certa estabilidade nos conteúdos a opção do tradutor passou pela escrita de parágrafos com informação de carácter geral e pela remissão para links externos, como foi o caso do valor das taxas moderadoras na Saúde ou das farmácias de serviço, cujo calendário está sujeito a alterações.

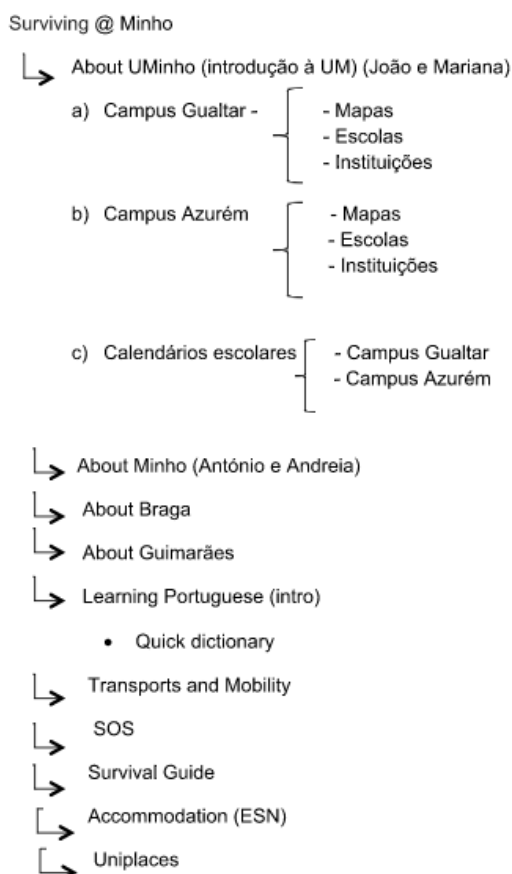


Fig.2 Esquema dos conteúdos a atualizar e/ou criar no âmbito do projeto ESN-MTCM

A fim de realizar este trabalho, adotou-se como metodologia uma proposta mista, baseada nos princípios da investigação-ação e nos modelos da aprendizagem colaborativa que estimulam a flexibilidade, a autonomia e autoformação (Oliveira, 2011). A organização deste projeto baseou-se nas fases do processo de localização estabelecidas por Esselink (1998), iniciando com uma análise do material de partida, de onde ressaltou a falta de conteúdos, bem como uma grande necessidade de revisão e uniformização da terminologia. Importa referir que o trabalho desenvolvido incidiu inicialmente num *Survival Guide*, cujos conteúdos assumiam originalmente a forma de blocos de texto, o que lhes dava um aspeto pesado e aborrecido, algo que não refletia o espírito da ESN Minho e que não se adequava ao seu público-alvo. Uma vez que este guia tinha como principal função a integração dos alunos, a acessibilidade dos conteúdos mostrava alguma debilidade, pois estes encontravam-se demasiado dispersos e as informações eram ainda algo vagas. Houve, por isso, um esforço para criar conteúdos dinâmicos e interessantes, de rápido e fácil acesso, que não só pudessem ajudar os estudantes de intercâmbio, mas que também os cativassem. O trabalho foi dividido por grupos e temas, cada um com tarefas diferentes, tendo os alunos trabalhado, a partir desse momento até ao final do projeto, com o *Google Drive*, num contexto de computação em nuvem, para aí partilhar a evolução do seu trabalho com os colegas.

Para a elaboração deste projeto e com o objetivo de o fazer corresponder às necessidades e características da ESN Minho, os grupos de trabalho dedicaram-se, portanto, a várias temáticas:

. *About UMinho*, subsecção que consiste na criação de um mapa interativo dedicado à descrição da Universidade do Minho, das suas várias escolas, institutos e serviços;

. *About Minho*, grupo onde se desenvolveram conteúdos culturais acerca da Região Minhota, também eles sob forma de um mapa que permite clicar nos vários distritos e concelhos e obter, desta forma, vários tipos de informação (gastronomia, pontos culturais, história, eventos);

. *About Braga* e *About Guimarães*, temáticas que dão a conhecer, através de mapas interativos, a gastronomia, os monumentos, os museus, os eventos, as festividades, entre outros aspetos, das duas cidades universitárias que pertencem ao espaço de atuação da ESN Minho;

. um outro grupo, (*Learning Portuguese*), dedicou-se à criação de material didático especificamente relacionado com a aprendizagem da língua portuguesa por parte dos alunos estrangeiros, tendo para isso desenvolvido um pequeno dicionário e testes de nível de língua (A1-A2 e B1-C1);

. relativamente à temática *Transports and Mobility*, um dos grupos explorou as diferentes formas de chegar a Braga e a Guimarães - de avião, comboio ou autocarro, a partir de Lisboa ou do Porto - bem como os transportes urbanos de ambas as cidades, destacando, a título de exemplo, as linhas, preços, circuitos e locais onde se podem obter passes e títulos de transporte. Houve ainda a preocupação de integrar aspetos do quotidiano mais práticos e, por vezes, urgentes, como a localização de farmácias e parafarmácias, hospitais e centros de saúde, esquadras de polícia, bombeiros, entre outros. A sugestão foi muito bem acolhida pela ESN Minho e deu origem ao separador «SOS».

3.3. Mapas interativos construídos no âmbito do *About Braga/Guimarães*

Toda essa informação foi voluntariamente adicionada ao mapa interativo sobre a cidade de Braga e Guimarães para que os estudantes possam ter acesso a todas as camadas do mapa num mesmo espaço:

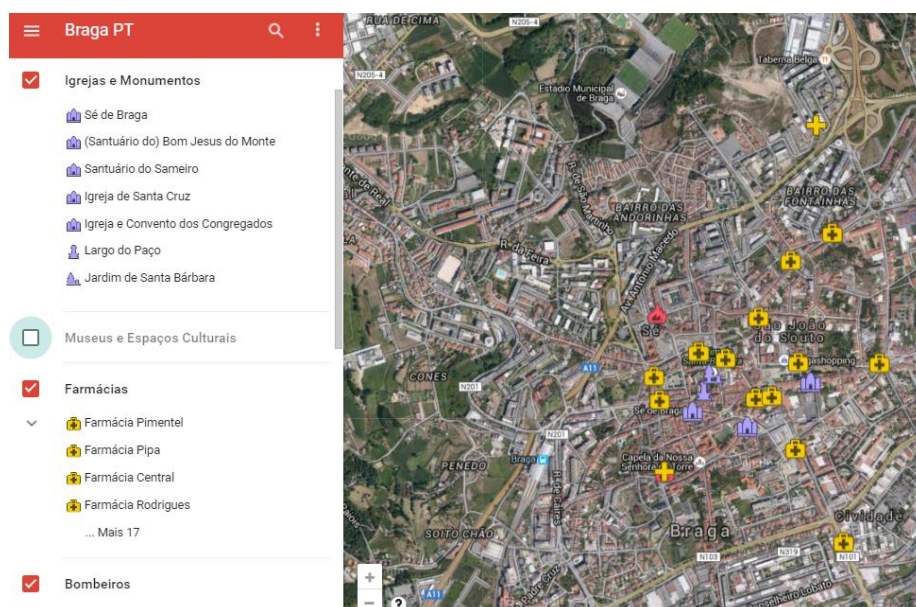


Fig.3 mapa interativo *About Braga_PT*
[<https://goo.gl/RK1f4y>]

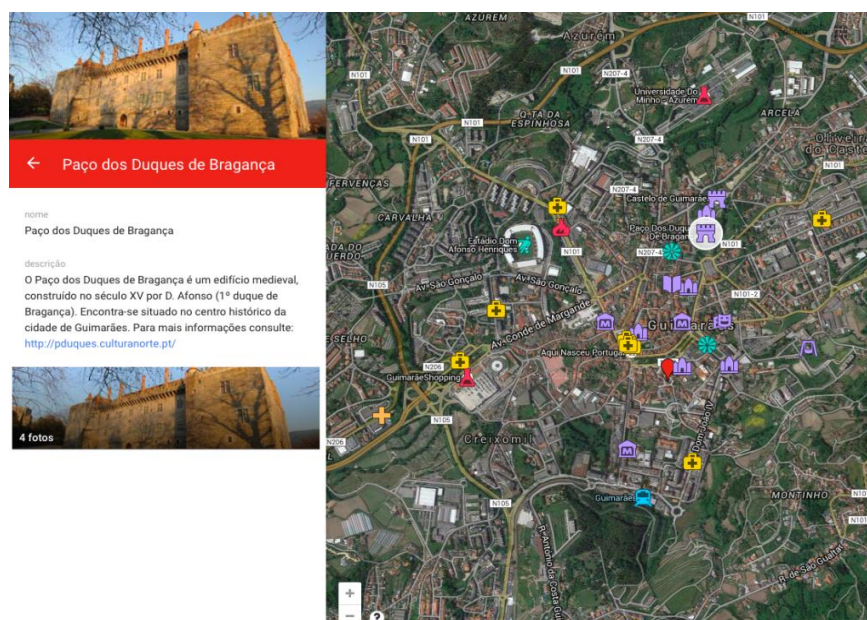


Fig.4 mapa interativo *About Guimarães_PT*
[<https://goo.gl/RYJwFs>]

A cada pesquisa, é possível, contudo, desativar uma ou várias camadas (ver acima fig. 3. camada 'Museus e Espaços Culturais') para visualizar apenas no mapa os apontadores relativos à(s) única(s) camada(s)

selecionada(s). O trabalho de criação destas camadas foi realizado em mapas partilhados com os colegas que identificaram pontos de interesse, igrejas e monumentos e localização dos transportes. A informação visual foi complementada com os textos em português europeu e inglês britânico sobre o acesso ao Serviço Nacional de Saúde por cidadãos estrangeiros, números de telefone e outros contactos úteis.

3.4. Mapas interativos construídos no âmbito do *About UMinho*

Na presente secção, pretendemos fixarmo-nos apenas no trabalho desenvolvido pelo grupo *About UMinho*. Este trabalho tinha como principal missão proceder a uma apresentação da Universidade do Minho. No início, os alunos ainda equacionaram aproveitar os mapas dos *campi* da universidade disponíveis em formato PDF para inserir, graças ao programa *thinglink* (<https://www.thinglink.com/>), vários pontos clicáveis de texto. Mas depressa concluíram que esses mapas eram demasiado pequenos e estáticos para albergar tantas zonas ativas de texto. Surgiu então a ideia de recorrer aos mapas do *Google* para disponibilizar essa informação de forma mais interativa e, por conseguinte, mais apelativa. Para criar os mapas relativos à UMinho, os alunos começaram por visitar as páginas do sitio Web da universidade (<http://www.uminho.pt/>), de onde retiraram a maior parte da informação. Depois de recolher os dados mais relevantes sobre a Universidade (do Minho) e a sua história, sobre as suas diferentes escolas, institutos e serviços, os alunos trataram de selecionar imagens ilustrativas de cada um destes pontos. A partir de todos estes elementos textuais e visuais (imagens), os alunos criaram um mapa interativo em português e em inglês para ambos os *campi*, Gualtar e Azurém, totalizando um total de quatro mapas:

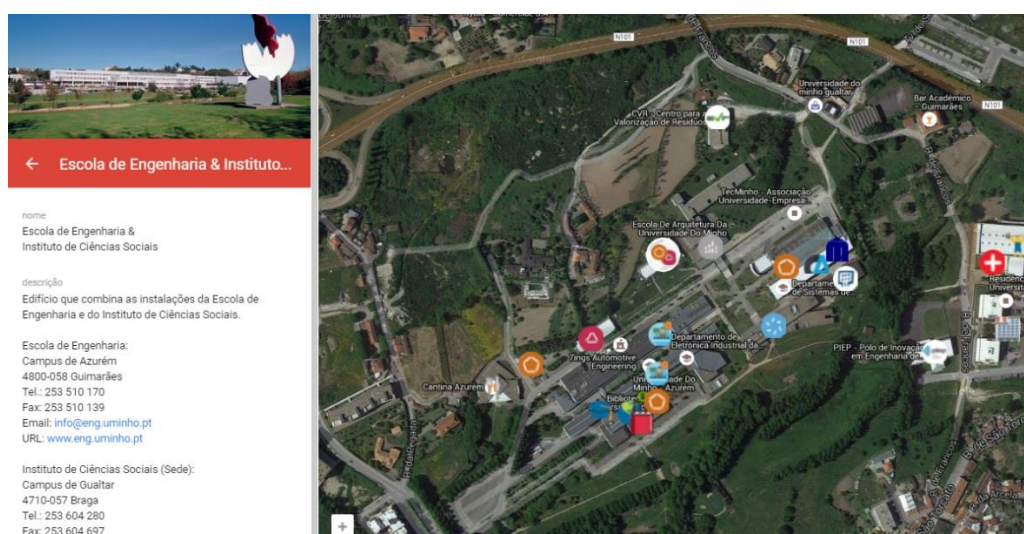


Fig.5 mapa interativo *About UMinho_Campus Azurém_PT*
[<https://goo.gl/y7Tpmy>]

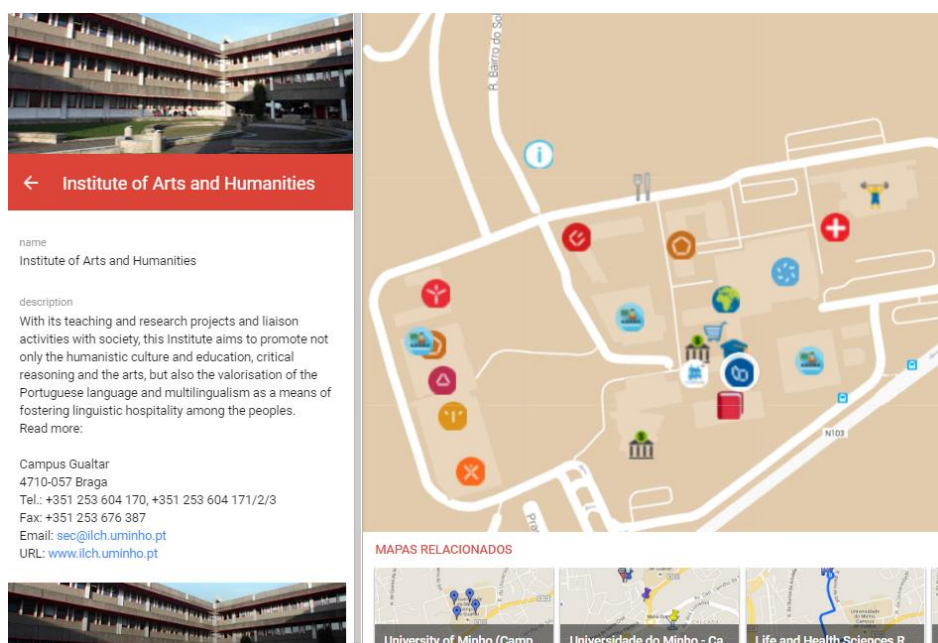


Fig.6 mapa interativo About UMinho_Campus Gualtar_EN
[<https://goo.gl/87drFV>]

A Internet veio possibilitar a interação entre as pessoas e a criação de comunidades virtuais, produção de conteúdos e a partilha de conhecimentos (através de sites, blogs...). Atualmente, temos disponíveis uma série de ferramentas que nos possibilitam a produção colaborativa e a disponibilização de conteúdos. Para realizar os mapas interativos acima expostos, as informações relativas à UMinho e à região do Minho, os alunos foram levados a explorar a ferramenta *My Maps* (https://www.google.com/maps/d/?hl=en_US&app=mp) do *Google* que permite criar mapas personalizados. Na criação dos percursos, é possível adicionar fotografias e vídeos, adicionar marcadores em qualquer ponto do mapa e desenhar as linhas do percurso. Também é possível partilhar os mapas da mesma forma que partilhamos os Documentos do *Google*, importar localizações a partir de uma folha de cálculo ou organizar os marcadores por camadas.

Tudo foi personalizado, desde a cor de fundo do mapa, ícones, nomes dos locais, etc. Para elaborarem o mapa mais completo possível, os alunos incluíram informações sobre as diferentes escolas, institutos e serviços, morada, contactos telefónicos e eletrónicos, assim como fotos dos edifícios, fachadas e interior. Para destacar cada um destes itens, era necessário usar diferentes ícones que pudessem revelar algo sobre a natureza de cada espaço (p. ex. um ícone de um prato com talheres para assinalar uma cantina). Os ícones disponibilizados pelo *Google* cumpriam esta função, mas o aspeto do produto final revelava-se ainda pouco profissional para o contexto institucional. Para resolver esta questão, os alunos decidiram personalizar e criar eles próprios novos símbolos à imagem da Universidade do Minho, passando as escolas e institutos a estar identificados com o seu próprio logotipo. Nesta fase do trabalho, surgiram alguns constrangimentos, cuja solução fez com que o trabalho dos alunos, agora bem mais minucioso e criativo, passasse por programas de manipulação de imagens. Os alunos repararam que, ao usar o formato original dos logotipos (retangular), os ícones ficavam demasiado pequenos e ininteligíveis ao serem acomodados no espaço fornecido pela aplicação (forma circular). Tornava-se, então, imperativo que cada logotipo fosse recortado. Porém, ao fazê-lo, surgia um fundo branco no restante espaço, que impedia que o logotipo assumisse a forma de um círculo. Para solucionar esta questão, foi necessário utilizar programas capazes de remover o fundo de

uma imagem. Os alunos recorreram ao programa *PhotoFiltre* (<http://www.photofiltre.com/>), através do qual iniciaram um processo de seleção e edição de imagens algo moroso e orientado para os detalhes:



Fig.7 edição dos logotipos na aplicação *PhotoFiltre*

Em cada caso, a cor de fundo indesejada foi definida como transparente, eliminando assim a borda de cada imagem. O próprio aspeto visual destes mapas foi localizado e adaptado à Universidade do Minho, à ESN Minho e aos estudantes de intercâmbio. Ao clicar em qualquer um destes ícones, surge ao utilizador uma pequena caixa de texto com vários tipos de informação: no caso das escolas e institutos, o utilizador encontrará uma pequena descrição da história, do número de alunos e da oferta formativa, bem como a morada e alguns contactos (telefone, e-mail, website); ao clicar no ícone do centro médico, o utilizador ficará a saber quando, onde e como funcionam as consultas médicas em Gualtar e em Azurém. Num último esforço de otimização destes mapas, os alunos incluíram ainda, em cada marcador, imagens da fachada e do interior dos edifícios. A inovação presente na génese destes mapas interativos passa pela incorporação de variados conteúdos, permitindo ao utilizador consultar, num mesmo espaço, não só a localização exata, mas também informações relevantes sobre os vários pontos de interesse. Além dos mapas criados de raiz no *My Maps*, sugerimos que os mapas criados pela universidade (com legendas nas duas línguas do trabalho) fossem disponibilizados na página de cada campus, para eventual download em formato PDF. Também foi elaborada uma lista de calendários escolares, que deverão ser atualizados anualmente.

3.5. Conteúdos construídos no âmbito do *About Minho*

Os tradutores têm uma formação mais aprofundada ao nível tanto do conhecimento das línguas e culturas envolvidas nesses projetos como do manuseamento, a cada passo mais exigente, de diferentes ferramentas tecnológicas. Tal não significa que dominem ou venham a dominar um saber específico como é o da programação ou engenharia de sistemas informáticos. Importa referir, contudo, que os alunos de Humanidades se esforçam cada vez mais por desenvolver conhecimentos informáticos deste tipo. Por exemplo, o grupo *About Minho* envolvido no projeto ESN_MTCM optou por elaborar o mapa da região Minho em HTML e Javascript (com *jQuery*):

About Minho

THE MINHO

Portugal's north-western corner, tucked under the hem of Spanish [Galicia](#), is traditional, conservative, lush and lovely. The inland mountains attract plentiful rain and rich soil encourages intensive farming, mostly smallholdings of maize and vegetables outlined by low stone walls. Despite EU money, rural life remains stubbornly poor and old-fashioned, with many farmers still relying on lyre-horned oxen to pull their carts and plough their fields.

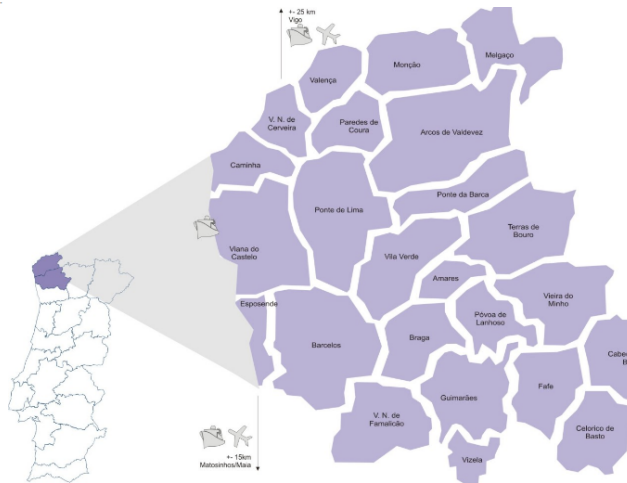
The Minho clings to its traditions. Here you'll find some of Portugal's most vibrant country markets, and there are dozens of festivals and [romarias](#) (religious pilgrimages) on the calendar commemorating local saints. Religions holds an important place in daily life, and Easter in Braga, Portugal's ecclesiastical capital, is an extraordinary combination of fervour and merrymaking.

Minhotos have reason to be proud of their history, too, for this where Portugal was born. Guimarães is the birthplace of Portugal's first king, [Afonso Henriques](#), and the place from which he launched the main thrust of the [Reconquista](#) against the Moors in 1139. In almost the same place over a millennium earlier, Celtiberian maintained their last strongholds against the Romans. It's no accident that UNESCO has added Guimarães to its list of World Heritage sites.

Braga, Barcelos and Guimarães lie within easy reach of one another in southern Minho. Lashed by the Atlantic, the coastal region – sometimes called the *Costa Verde* (Green Coast) – has fewer attractions, though the seafront north of the cultured resort of Viana do Castelo has good beaches and offers plenty of solitude.

The Minho's real pull is inland, along the Rio Minho, which forms the frontier with Spain. Further inland is the Parque Nacional da Peneda-Gerês, with a cornucopia of outdoor sports and several outfits ready to show you around.

It would be hard to rush through the Minho; the pace of the region is nearly always slow and its distractions are numerous – not least the local *vinho verde*, a young, slightly sparkling white or red wine that is among Portugal's most addictive, and features as the house wine in many restaurants.



Click the map for more info

BARCELOS



The Minho is known for its traditional markets, geared to the agricultural community, and none is more famous than the one in this ancient town on the banks of the [Rio Cávado](#), 22km west of Braga. Indeed the Feira de Barcelos, held every Thursday, has become so famous that tourists now arrive by the busload, and cheap rooms can be hard to find on Wednesday and Thursday nights.

Even if you don't come on a Thursday you'll find Barcelos an open-hearted town, with two good museums, several major festivals and a thriving pottery tradition.

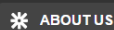


Fig.8 página HTML criada de raiz no âmbito do grupo *About Minho*

O tradutor raramente está envolvido na totalidade do projeto, acabando por ter, na maior parte das vezes, acesso somente ao texto que precisa de traduzir/localizar. Neste caso, as decisões relativas ao website ao nível do conteúdo e do aspeto ficaram inteiramente a cargo de dois alunos. Para elaborar esta página, estes alunos começaram por realizar uma pesquisa sobre quais as localidades pertencentes à região minhota; após uma pesquisa geral das localidades, a informação recolhida foi tratada e traduzida. Para cada uma das localidades, foi elaborada uma imagem *GIF*, através do site <http://picasion.com/pt/>, com quatro ou mais imagens interativas. A seguir, foi elaborado um mapa clicável da região que apresenta uma breve descrição da localidade acompanhada pela imagem *GIF* correspondente. Interessa-nos mostrar que a combinação destes diferentes sistemas de representação e significação (texto e imagens) em contexto multilíngue viabiliza a construção de ambientes multimodais de aprendizagem colaborativa que impulsionam novas formas de comunicação, de interação, de produção e de organização do conhecimento.

3.6. Balanço e perspectivas futuras sobre o trabalho desenvolvido

O resultado e produto final a ser disponibilizado, logo que possível na página *Survival Guide* da ESN Minho, transcende os estudantes de intercâmbio, pois aplica-se a todos os novos estudantes da UMinho, quer nacionais quer internacionais, que precisem de algum tipo de informação sobre o funcionamento da universidade e sobre as cidades (Braga ou Guimarães) que servem de palco à UMinho. Este trabalho serve, por conseguinte, um propósito comum a todos os alunos, uma vez que nenhum deles, quando chega à universidade do Minho, conhece os *campi* e até as cidades. Todos estes mapas (recheados de texto e imagens) agora disponíveis serão certamente muito úteis. Os Serviços de Relações Internacionais da UMinho poderão fornecê-los aos alunos que os consultem desde a sua chegada à UMinho.

O trabalho desenvolvido no website centrou-se apenas no *Survival Guide*, estando previsto que os voluntários da *Erasmus Student Network Minho* e os alunos, que para o ano frequentem a unidade curricular de *Localização e Produção Multilingue*, possam continuar a desenvolver este projeto e a aumentar os conteúdos. Está ainda a ser considerada a hipótese de ser desenvolvida uma App baseada no *Survival Guide*, uma possibilidade que permitiria ainda mais mergulhar-nos no mundo das tecnologias digitais e ainda obter um acesso à informação bastante mais facilitado, prático e rápido. Gostaríamos ainda de disponibilizar uma visita guiada à universidade para atrair novos alunos e estudantes de intercâmbio, com imagens e/ou vídeos das imediações dos *campi* e do interior dos vários complexos, assim como disponibilizar os conteúdos em formato de som e/ou vídeos legendados para pessoas com deficiência visual ou auditiva (Francisco, 2009).

4. CONSIDERAÇÕES FINAIS

Como refere Antunes (2001: 9), a tradução tem-se tornado um meio cada vez mais importante para assegurar a comunicação num mundo cada vez mais globalizado, resultando daqui uma maior complexidade em todas as fases do processo, que vai, de facto, muito para além da simples conversão do texto de partida no texto de chegada. A tradução tem pois acompanhado a evolução tecnológica com áreas cada vez mais especializadas (Zarrouk, 2004). É neste sentido que a tradução enquanto parte fundamental da localização tem de ser encarada na formação dos tradutores. Estes estão entre os profissionais que mais alterações sentiram com a expansão tecnológica e a multiplicação dos recursos informáticos a todos os níveis e para todos os fins.

Como procurámos mostrar, neste mercado de competição supranacional, multilingue e multicultural, os profissionais com formação especializada na área das línguas podem ter que assumir uma variedade de tarefas que requerem competências e capacidades diferenciadas que vão além do conhecimento especializado da língua, o que reforça a noção de que, nos dias de hoje, um tradutor é muito mais do que um mediador linguístico (Conceição, 2004: 152), uma vez que lhe são exigidas tarefas que podem requerer uma maior proatividade e criatividade. O ritmo acelerado da globalização provocou um aumento tremendo na comunicação multilingue e tem promovido, de facto, um conjunto de novas competências, incluindo a redação técnica assim como os processos de reescrita para destinatários diferenciados, a tradução multimédia, a localização, a gestão de websites ou mesmo a criação de conteúdos multimédia e a edição (Gouadec, 2002: 70). É possível recorrer, como vimos, a tecnologias emergentes para desempenhar um conjunto de atividades de natureza multifacetada e variada que transcende as tradicionais competências relacionadas com a tradução e que procura adequar as experiências de trabalho às novas necessidades emergentes. Neste sentido, pareceu-nos interessante dar conta do projeto de produção e disponibilização de

conteúdos digitais multilingues levado a cabo no âmbito de uma unidade curricular de 2º ciclo, projeto esse que procurou ir especificamente ao encontro das mudanças que se verificam ao nível do ensino superior derivadas do processo de Bolonha.

O acolhimento cada vez maior nas Universidades de alunos estrangeiros, no quadro dos programas Erasmus+, coloca, sem dúvida, desafios importantes às Universidades (Ramos, 2007), aos quais serviços como os da ESN procuram responder. Foi sem dúvida motivador trabalhar no sentido de melhorar o acolhimento de estudantes estrangeiros e a sua permanência em Portugal, mais concretamente em Braga ou Guimarães. No futuro, é nosso objetivo continuar a completar os mapas interativos acima apresentados com novas informações úteis ao público-alvo da secção ESN Minho. Importa referir que esta secção, que conta já com alguns prémios, pretende candidatar-se ao prémio de melhor website da rede *Erasmus Student Network*, um prémio atribuído no *Annual General Meeting (AGM Warsaw 2016)*. Trata-se de mostrar que é possível fazer da mobilidade de estudantes uma oportunidade de diálogo intercultural, mas também de efetiva promoção da língua e cultura portuguesas.

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The Impact of mobile devices on the shopping experience

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Abstract

The use of mobile devices, such as the mobile phone, has changed the way we live our everyday life, is part of our culture, and the access to information is done anytime and anywhere. This is a new opportunity for the retailers to influence shoppers' attitudes and behaviours.

The present research aims to understand why, how and when do shoppers use mobile devices as their shopping assistance, and as result, what happens when they do. Do shoppers have better shopping experiences?

A qualitative and quantitative research design is needed to explore this issues and teste the conceptual model.

It's expected that this research will allow to understand shoppers' motivations and behaviours and fulfil the gap in the knowledge of the impact of new technologies in shopping experience.

Keywords

Consumer behaviour; mobile devices; hedonic shopping; retailtainment; shopping experience.

1. INTRODUCTION

The use and demand for mobile devices, such as mobile phones, PDAs, and digital music players, are increasing dramatically worldwide (Shankar & Balasubramanian, 2009). In 2010, the penetration of mobile phones in the USA was of 75% and in certain regions of Hong Kong, Japan and Eastern Europe already exceeded 100% with multiple devices per person (Hu, Balluz, Frankel & Battaglia, 2010).

The personal features of the mobile device turns it into a cultural object besides the technological gadget. As cultural object takes part in practices and traditions of everyday life. They enhance personal and social experiences, while protecting the user's privacy and security. The frequency of use of mobile devices as cultural object has led to mobile lifestyle such as communicating with others, listening to music, searching information, conducting transactions, managing daily schedules and socializing (Shankar, Venkatesh & Naik, 2010).

Deloitte (2013) has conducted a research about the influence of the mobile devices in retail stores and states that consumers make shopping and purchase decisions through their mobile devices, and these numbers are increasing.

Another study conducted by the Google shopper marketing Council (2013), showed us that mobile usage during shopping activities influence the purchase and the size of the basket, also that mobile usage offers reliable information and empowers shoppers, and that shoppers use their mobile devices across all product categories.

Pantano & Naccarato (2010) state that one of most popular decision support system is our own mobile device, but Spaid & Flint (2014) state that consumers do many things besides purchase and look for information with their mobile devices - they make calls to friends, take pictures, and many more activities in-store.

The consumer's behaviours have utilitarian and hedonic motivations and they are going to have an impact on their shopping experience (Arnold & Reynolds, 2003). If there are many ways one can use their mobile devices while shopping, we can get different outcomes from the shopping experience.

The main goals of this study are to understand the consumer's motivations when they are shopping with their mobile devices, and to create a model that explains the impact on their shopping experience.

The research will focus on two different types of stores of two different categories, electronics and appliances and fashion stores. This happens because there are differences between categories and stores in terms of involvement, perceived risk and motivations, possibly making the in-store shopping experiences different.

There are still a few studies in this field, and the majority are qualitative investigations and/or experimental studies that don't give answers to the problematic, so besides an exploratory investigation with qualitative technics we will try a quantitative research with a survey to the shoppers who are naturally users of mobile devices. We hope to give to retailers some answers to what is going on their stores and how can they deal or take advantage of it, providing great shopping experiences to their customers.

2. METHODOLOGY

The first step and very important through all the project is the literature reviews that will support theoretically the investigation.

The second step will be the design of a qualitative study, inserted into an interpretive focus contemplating an exploratory study through semi-structured interviews that will help to give answer to why, how and when shoppers use mobile devices as their shopping assistance.

The participants (sample) will be males and females that belong in the generation Y also known as "Millennials", consumers born between 1977 and 1990 (Shankar et al., 2010). Related with the IDT developed by Rogers (2003), the "Millennials" are the biggest challenge and opportunity to retailers, depending how fast they can follow their innovation needs. They are the "early adopters" and "innovators" that most likely use mobile devices to shopping assistance (Spaid & Flint, 2014). The data will be coded and analysed with an appropriate software such as ATLAS or MAXQDA.

Following the research questions after the data analysis from the interviews the new and improved model needs to be tested, and need empirical prove through a quantitative research (positivist approach) (Schifman & Kanuk, 2007). A survey will be developed based on scales from the literature and the sample will be collected in two different category stores in the Lisbon metropolitan area: fashion and electronic and appliances stores. The participants will be representative from the population and it will be necessary to make a pre-test survey. The data will be analysed in a IBM-SPSS software and then the model will be tested in LISREL or AMOS software.

This will answer what happens when shoppers use their mobile devices when shopping and if they have better shopping experiences.

3. LITERATURE REVIEW

The retail management (ou encompasses) a process of developing strategy and tactical decisions in order to have a competitive advantage in the marketplace (Levy & Weitz, 2007; Lendrevie et al., 2015).

For the consumer, the experience of shopping for itself can bring emotional responses (Machleit & Eroglu, 2000). Creating emotionally engaging experiences for in-store consumers is now more important for the retailers (Bäckström & Johansson, 2006), in order to influence their purchase decisions (Schmitt, 1999).

The retailers can manipulate all the environmental variables to create satisfying shopping experiences, or minimize the unsatisfying factors such as noise, unpleasant odours and/or overcrowded places (Eroglu & Harrell, 1986; Machleit & Eroglu, 2000).

The same retail environment can create different feelings on the shoppers, depending on their goals (Puccinelli et al., 2009), and it can be task or recreation oriented (Levy & Weitz, 2007). The consumer shopping behaviour and satisfaction with the shopping experience, more specifically, influences the need of recognition, information search, evaluation, purchase and post purchase stages (Puccinelli et al., 2009).

A better understanding of the shoppers feelings when interacting with the environmental elements, such as, excitement, joy, interest, and pleasure to anger, surprise, frustration or arousal, can play an important role on the shopping behaviour and respective outcomes (Machleit & Eroglu, 2000). A negative mood can be more influential than a positive mood and positive atmospheres lead to a longer permanence in-store, more money spent and increased propensity for impulsive buying, so the experience that the retailer can provide to the consumer can and will define the consumer behaviour (Babin & Darden, 1996; Donovan & Rossiter, 1986; Foxall & Greenley, 2000; Sherman et al., 1997; Spies et al., 1997 cited by Bäckström & Johansson, 2006).

For the shoppers, the purchase is not an important element on the experience, they can have fun and enjoy the experience without buying (Tauber, 1972; Puccinelli et al., 2009), so the shopping experience can be influenced by the fun the store can provide (Pantano & Naccarato, 2010).

"Entertaining shopping experience can be defined as fun and pleasurable shopping experiences and are similar to leisure or recreation experiences, perceived freedom, and involvement"(Gunter & Gunter, 1980; Mannell, 1980; Hirschmen, 1983; Unger & Kernan, 1983; Bloch et al., 1986; Babin & Darden, 1995 cited by Jones, 1999).

The act of shopping can have "substantial "escapist" and "fantasy-like qualities" because it helps people to forget their problems in others aspect of their lives (Babin, Darden, & Griffin, 1994). We can differentiate entertaining from non-entertaining shopping experience when they are pure utilitarian, they have lack of pleasure, and it can be because the product or service that is bought in an efficient manner or e.g. the salespeople were very unpleasant (Jones, 1999). An entertainment context can have a stronger impact on the consumers' satisfaction and it can add value to the goods and services that the retailer offers (Pantano & Naccarato, 2010).

The design of entertainment experiences in order to create emotionally engaging experiences to the consumer has been named through several articles as "Experiential retailing", "Entertaining experiences", "Entertailing" and "Shoppertainment" (Kim, 2001; Jones 1999; Ibrahim & Ng, 2002; Buzz, 1997 cited by Bäckström & Johansson, 2006). Recently we have reached the concept of "Retailtainment" that handles the variables of the environment, salespeople, games and others, in order to generate entertaining shopping experiences and promote the desire for some products or services in the retail store (Eastlick, et al., 1998; Lendrevie et al., 2015).

The retailers seek to influence the consumer through all stages of the buying decision process so that can make the consumer buy their product or service and instigate a re-purchase in the future. Not all the consumers pass through all the stages, some stages are skipped or the order is changed. This can occur with the available time, levels of perceived risk and the involvement with the product or service (Levy & Weitz, 2007; Kotler et al., 2009).

Involvement has a moderate effect in consumer's mood and can change the evaluation of the shopping experience into a more favourable one.

The level of involvement also makes a difference on the effect of advertising, e.g. if someone has low involvement they assimilate reference prices in their internal reference prices, and a high involved costumer make more distinction between stores (Dawson, 1988 cited by Puccinelli et al., 2009).

Retailers are more involved in creating personalized experiences to cause more involvement in the consumers (Solomon, 2006).

If consumers experience perceived risk in their decision process, it can avoid or postpone the purchase. That can be influenced by their personality, the product or service, the situation and culture (Schiffman & Kanuk, 2007).

For dealing with the negative consequences of risk, the consumers search for information to support their decision, and tend to be brand or store loyal, rely on brand and store image in the most expensive product or service and look for warranties (Kotler et al., 2009 and Shiffman & Kanuk, 2007).

"Value is provided by the "complete shopping experience," not simply by product acquisition" (Babin et al., 1994), and the value perception can be based upon direct or distanced usage experience (Mathwick et al., 2001).

Many identify value as a trade-off between perceived product quality and price. Value is an important moderator variable intervening in the perceptions of quality and product's intrinsic and extrinsic attributes and their respective choice (Dodds and Monroe 1985; Dodds et al., 1991 cited by Babin et al., 1994).

The task-related and rational characteristics of the shopping experiences have long been studied by shopping research (Batra & Athola, 1991 cited by Arnold & Reynolds, 2003) related with the theory of needs satisfaction that states that "all consumption events are capable of fulfilling needs at lower, more functional levels, as well higher, more psychological level" (Oliver, 1991; Herzberg, 1959 cited by Jones 2006). There is also the recognition of another type of shopping value motivation. One is a more rational side, the utilitarian shopping value, and the other more related with affectivity and a psychological manner, the hedonic shopping value. In order to analyse consumer shopping behaviours, the two dimensions must be considered (Babin et al., 1994; (Babin et al., 1994; Babin & Darden, 1996). Utilitarian shopping activities are related with a work assignment and the motivation for convenience and time saving (Babin et al., 1994; Jarvenpaa & Todd, 1997; Teo, 2001 cited by Yang & Kim, 2012).

The hedonic shopping motivation enhances feelings and psychological sensations and gives highlights to shopping for entertainment purposes (Westbrook & Black, 1985; Arnold & Reynolds, 2003; Kim, 2006; Mathwick et al, 2001; Kim, 2002 cited by Yang & Kim, 2012).

Arnold & Reynolds (2003) identified six dimensions for hedonic shopping motivations "Pleasure and gratification shopping", "Idea Shopping", "Social Shopping", "Role shopping", "Value Shopping", "Achievement" and "Efficiency".

Satisfaction is strongly related with hedonic rather than utilitarian in the shopping context and while shopping already has a utilitarian component, its potential for emotional responses is substantial (Jones, 2006).

As said, seeking successful shopping experiences are often far more significant than the simple acquisition of products (Sherry, 1990 and Babin et al., 1994 cited by Arnold & Reynolds, 2003).

A product information given in a purchase situation can influence purchase behaviour and increases the shopping value, that's why the assistance support systems are now so important in bricks-in-mortar stores (Kowatsch & Maass, 2010).

A decision support system is applied in evaluating and selecting retail products, comparing and giving information about competing alternatives, it operates on the personal mobile device of the consumers. There are three important trends that represent an opportunity of their usage in-store: mobile devices now have more computing power and are smaller; the increase of consumer's adoption; the opportunity of using wireless networks to products themselves showing their descriptions (Heijden, 2006).

The use of mobile devices can affect the in-store shopping experience, because it can provide to consumers new enjoyable elements during shopping, and, as seen before, consumers are more willing to purchase more due the fun provided in store (Pantano & Naccarato, 2010).

The use of an innovation that is enjoyable and useful increases loyalty and future use (Henderson et al., 1998 cited by Shankar & Balasubramanian, 2009).

In order to understand the behaviour of those who use mobile devices to assist in their shopping experiences, it is important to understand the behavioural motivations and technology acceptance theories (Spaid & Flint, 2014).

Developed by Fishbein & Ajzen (1975), the theory of reasoned action describes that the intention of the behaviour is informed by the consumers' attitudes towards that behaviour and a subjective norm. An attitude could be negative or positive and a subjective norm is what the consumer comprehends has other importance to him expects he or she perform. The TRA helps to explore the attitudes shoppers have toward the use of mobile devices (Fishbein & Ajzen, 1975 cited by Spaid & Flint, 2014).

Ajzen in 1991, created the planned behaviour theory in order to report the limitations of the TRA, where the consumer don't have will power over certain behaviours. The TPB add a behavioural intention and the actual behaviour (Ajzen, 1991 cited by Spaid & Flint, 2014).

Based on the motivational behavioural theories, the technology acceptance theory is a process of decision of adopting a new technology.

As the mobile devices are a new technology, one must know who and how the probabilities of use are, and further help in the development of the study.

The "Innovation Diffusion Theory" suggests individuals adopt a new technology at a different time depending on how innovative they are (Rogers, 2003). This theory help us to understand the stages of a technology diffusion as well the characteristics of the adopters. There are five characteristics of innovations (relative advantage, compatibility, complexity, trialability and observability) that influence the acceptance, and there are five categories based on the time when they accept the technology (Innovators, early adopters, early majority, late majority and laggards) (Mahajan et al., 1990; Yi et al., 2006 cited by Im & Ha, 2012). The life cycle of the ID follow a normal distribution of the population and the categories fall in degrees of standard deviation. Our user of mobile devices are expected to be "innovator" and "early adopters" users. (Rogers, 2003).

The technology acceptance model is used to predict the acceptance of a new technology. It was developed by Davis (1989) and the two main features of the model are the perceived usefulness and perceived ease of use. The goal of this model is to identify determinants of technology adoption behaviour at an individual level (Davis, 1989 cited by Im & Ha, 2012). It is expected that the mobile devices adopters have perceived usefulness and perceived ease of use as well as favourable personal attitudes towards technology (Spaid & Flint, 2014).

4. CONCLUSIONS

This project will shed light on the consumers shopping motivations and bring knowledge on the extrinsic and intrinsic motivation in the use of mobile devices as shopping assistant. Knowing how this may affect their consuming behaviours, retail management strategies can be improved and deliver to the costumers better shopping experiences and consequently increase their satisfaction, trust and loyalty. Based on the literature review and in the research aims of the project, an attempt of shape a conceptual framework was made (figure 1).

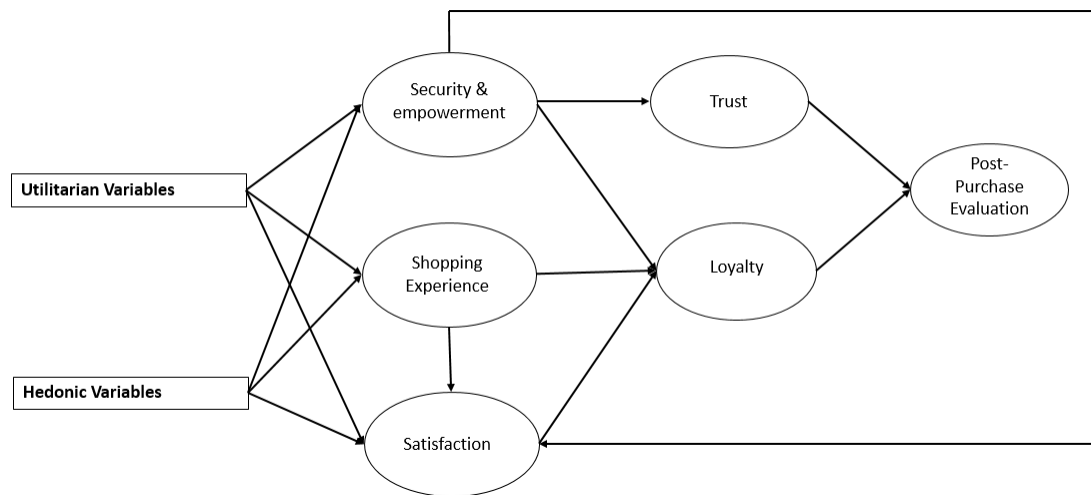


Figure 1 – Preliminary Conceptual Framework

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Marketing Turístico: Perfil do Visitante do Santuário de Fátima

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Abstract

A presente investigação traça o perfil e identifica as motivações do visitante do Santuário de Fátima, um espaço de culto religioso, que atrai milhares de pessoas ao longo de todo o ano mas que, de forma lenta tem vindo a perder fluxo turístico. Conhecer o perfil do visitante revela-se útil para conseguir construir uma oferta turística que vá ao encontro das necessidades dos consumidores e existe um número ainda reduzido de estudos de perfil do peregrino ou turista religioso.

Em termos metodológicos, realizou-se entre julho e agosto de 2015 um inquérito face-to-face com amostragem aleatória junto dos visitantes do Santuário de Fátima, que resultou numa amostra total de 604 respostas válidas.

Os resultados apontam caminhos para trabalhar a oferta do produto turístico Santuário de Fátima, tendo em conta aquilo que é procurado por quem visita o local, e indicam quais os principais fatores que levaram à realização da visita, os influenciadores da decisão da realização da viagem, bem como a avaliação e análise dos canais de distribuição. Ainda, o estudo delinea algumas tendências relativas ao turismo religioso.

Keywords: Marketing Turístico, Comportamento do Consumidor, Turismo, Estratégia de Marketing, planeamento de marketing turístico, Promoção dos destinos

Introdução

O termo Turismo Religioso tem sido cada vez mais usado, quer a nível académico quer pelas entidades relacionadas com o turismo, como um fenómeno que concilia a religião com a atividade turística, não existindo diferenças para no que às motivações apenas por questões religiosas ou não (Silva, 2012). A religião é um fator que tem poder para explicar algum do comportamento do turismo, seja para motivar, seja para contrair a escolha de um destino, Fourie et al (2015). Por exemplo, anualmente, durante o 12º mês lunar muçulmano, perto de três milhões de peregrinos viajam para a Arábia Saudita para visitar Meca, local de nascimento do profeta Maomé. Não seria difícil referir o Vaticano, a Índia e seus lugares santos, o Nepal ou Jerusalém sendo que todos estes peregrinos e suas crenças impactam o turismo diretamente, mas também indiretamente, porque expõem outros turistas às suas motivações religiosas, Stausberg (2011) como citado em Fourie et al (2015). A cultura, no seu sentido lato, conforme nos diz Kotãne (2011) é um conjunto específico de características espirituais, materiais, intelectuais e emocionais de uma sociedade ou grupo social e que, em conjunto com a arte e a literatura, também inclui formas de viver e coexistir, sistemas de valores, tradições e perspetivas. Por outro lado, avaliando o desenvolvimento socioeconómico e a “cultura” das cidades, esse é um critério de atratividade urbano. Perante este critério do autor, parece-nos verosímil que o mesmo possa ser extrapolado para uma atração sagrada a locais como seja o Santuário de Fátima. É do conhecimento empírico que aquele local, hoje cidade, desde as aparições da divindade no ano de 1917, verificou uma aumento populacional fixo e pontual, especialmente durante eventos marcadamente religiosos. Por outro lado, as crenças religiosas representando um atributo cultural, modela as perceções dos turistas relativamente aos lugares a visitar, Fourie, Rosseló e Santana-Gallego (2015).

Revisão de Literatura

Sem dúvida que ao percebermos que a grande componente motivacional que subjaz à razão da visita detetada no nosso estudo, a questão religiosa, então será legítimo relevar para uma característica espiritual. Ao nível dos valores abstratos, crenças e perceções do mundo que estão na base do comportamento das pessoas, conforme Malach-Pines (2005) como citado em Kotãne (2011), a cultura também representa um sentido lato de comportamentos estereotipados operando numa sociedade ou num conjunto de indivíduos que se propagam de geração para geração de modo não genético. Este ponto pode ser pertinente se repararmos que no nosso estudo 71% dos visitantes da amostra afirmava ter filhos. Em boa verdade, por vezes, as *nuances* religiosas ajudam a forjar uma identidade e, noutras, as tradições comuns.

Em todos os casos há uma criação de um conjunto de crenças também filosóficas que guiam os comportamentos, Denton (1997) como citado em Kotãne (2011). Ao nível da perceção empírica das características do povo português não é difícil comprovar o papel fortíssimo do fenómeno de Fátima no moldar do coletivo perante os comportamentos generalizados relativamente à forma de viver a religião, particularmente no que representa o santuário e o local em si sendo que a visibilidade do mesmo já ultrapassou a fronteira do território português, tendo-se tornado um dos maiores locais de culto mundial capaz de rivalizar, quem sabe, com outros locais sagrados.

Battour, Ismail e Battor (2011) defendem que os turistas são empurrados por desejos internos e por fatores emocionais de modo a viajar e puxados por fatores externos, nomeadamente, pelos atributos dos locais respetivos de destino. Por exemplo, conforme se depreende de Battour *et al* (2011) e relativamente aos turistas muçulmanos, estes tinham forte orientação para cumprir as determinações religiosas e que impactavam direta e indiretamente a tomada de decisão relativamente ao lazer e planos mais genéricos de viagens. O código de vida islâmico deve ser levado em conta quando se pretende orientar o mercado para este tipo de viajantes, portanto, a análise dos atributos islâmicos pode auxiliar a segmentação dos públicos-alvo.

Aprofundando melhor este ponto importa salientar que há estudos na área, conforme referem Battour *et al* (2011), relativamente às necessidades dos turistas cristãos ao nível dos equipamentos de alojamento, assim como na alimentação, sendo que a oferta que inclua serviços religiosos extra pode melhorar as taxas hoteleiras.

Na nossa amostra, 86,6% dos respondentes afirmaram que a visita teria a duração de um dia, portanto, podendo afigurar-se interessante, em futuros estudos, analisar as razões de uma ausência de permanência mais longa que pudesse passar pela ocupação de equipamentos de alojamento.

Uma articulação estreita entre o equipamento hoteleiro e as atividades gerais do santuário (não sabemos se existe) pode favorecer uma atmosfera geral de religiosidade no alojamento. Também a contratação de funcionários com a mesma crença religiosa será um fator a considerar. A utilização de crucifixos e da imagem da Virgem Maria podem ser úteis, Battour *et al* (2011).

Regressando aos resultados da investigação dos autores referidos, os respondentes da religião muçulmana vincaram diferenças substanciais nas atitudes entre homens e mulheres. As mulheres focaram-se mais na privacidade e segregação de género, enquanto os homens nas zonas de entretenimento e questões relacionadas com o Halal (alimentação, bebidas alcoólicas, a cozinha e o jogo). No nosso estudo no santuário de Fátima, 92,4% dos visitantes vieram acompanhados e,

desses, 55,8% vieram acompanhados pelo companheiro. Este ponto pode parecer relevante se pensarmos na eventualidade das necessidades de eventual tipologia de alojamento. Tendo em conta a realidade transmitida pelo senso comum se pensarmos, por exemplo, na visibilidade pública aquando das visitas do patriarca máximo da igreja católica ao lugar, à cidade de Fátima, não será difícil de extrapolar as centenas de milhar se não milhões de visitantes que para ali de deslocam. O lugar, verdadeiro património em termos de herança cultural revela-se uma oportunidade única, por exemplo, para o desenvolvimento turístico do segmento religioso.

As ciências sociais, particularmente na definição de realidades, requerem uma certa *nuance* de enquadramento, tal como referiu Eco (2007) como citado em Tugui e Funar (2010) – uma dimensão sincrética – que acaba por ser não mais do que uma das bases do modelo racional grego, ou seja, várias coisas podem ser verdade simultaneamente. O paradoxo, brilhantemente abordado por Humberto Eco, pode revelar-se essencial no trabalho a desenvolver tendo em conta a segmentação necessariamente transformacional deste tipo de públicos-alvo. No caso dos destinos turísticos, há a realidade dos turistas, a realidade das ofertas, a realidade das comunidades locais e a realidade dos decisores – a necessidade de aprendizagens constantes com vista ao progressivo desenvolvimento de uma entidade particular. O santuário de Fátima, a sua região, a sua comunidade, os seus visitantes, as ofertas diversas, os decisores até políticos, devem operar numa estratégia holística, representando uma cadeia causal à semelhança da proposta na análise de Eco (2007).

Metodologia

A metodologia foi quantitativa e implicou uma recolha de dados baseada num inquérito por questionário com entrevistas presenciais (*face-to-face*) junto dos visitantes do Santuário de Fátima, tendo sido realizado em finais de julho e início de agosto de 2015, com uma amostra de 604 indivíduos. Os questionários foram feitos em português; francês, espanhol e em inglês, divididos nos seguintes componentes:

- **Dados sociodemográficos** (componente dedicada à caracterização da amostra);
- **Experiência turística/profissional no Santuário de Fátima** (componente que avalia a frequência e hábitos de visita dessa região e ainda permite recolher opiniões sobre a avaliação das infraestruturas turísticas, físicas e de comunicação da informação turística);
- **Região do Médio Tejo** (componente de notoriedade espontânea e assistida da imagem de marca da região Médio Tejo);

A amostra obtida foi de 604 indivíduos, que foi depois submetida à validação e respetiva codificação. A recolha de informação foi realizada por uma equipa de quatro colaboradores do IPAM Lab, com formação e experiência na realização de Estudos de Mercado. Todos os questionários foram objeto de revisão e posterior codificação. O Plano de Codificação foi elaborado a partir do levantamento exaustivo da informação, de forma a garantir rigor e solidez. Posteriormente, a informação foi gravada em suporte informático, sendo objeto de testes de consistência no programa “*Sphinx Léxica – V5*”, especialmente concebido para Estudos de Mercado.

Análise e discussão de resultados

Relativamente ao estudo realizado junto do Santuário de Fátima, este foi realizado com base num inquérito por questionário face-to-face junto dos visitantes do Santuário de Fátima, realizado em finais de julho e início de agosto de 2015, e tem uma amostra de 604 indivíduos. Este período de tempo de recolha de dados foi escolhido de forma a não incluir as grandes celebrações religiosas na medida em que era pretendido estudar o perfil do turismo habitual e não o exclusivamente peregrino.

Gráfico 1 – Dados sociodemográficos

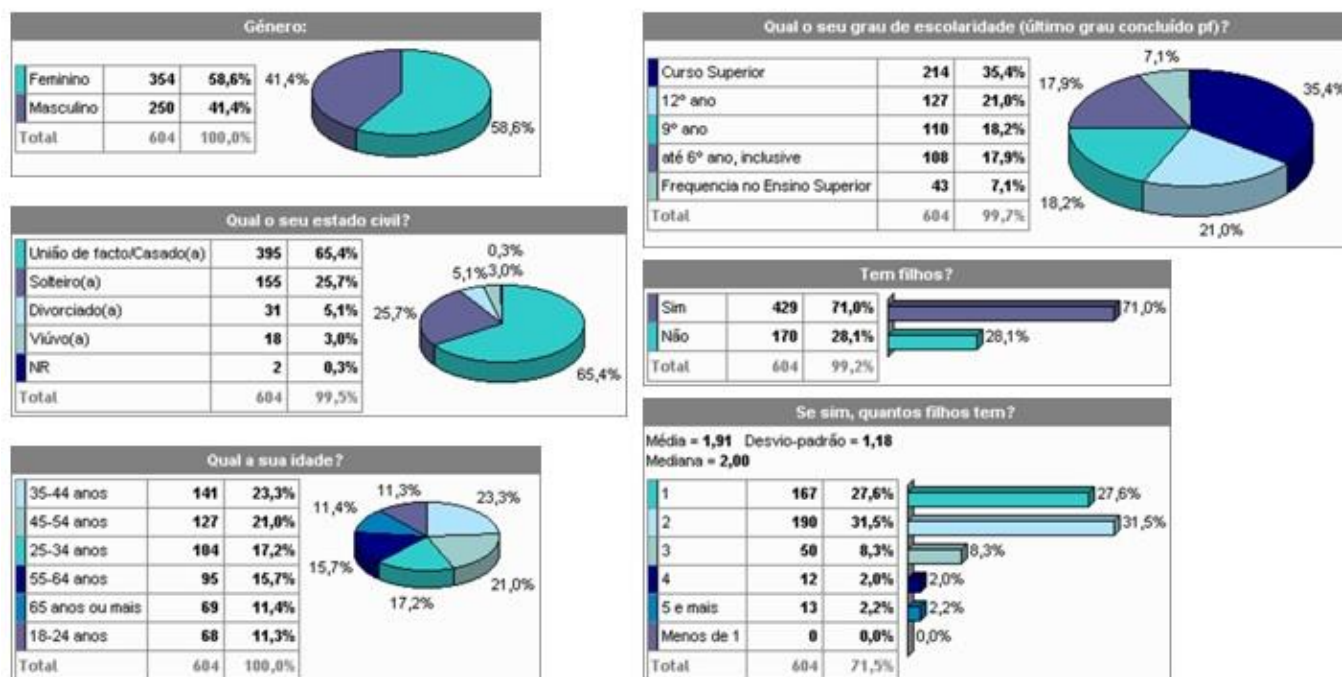
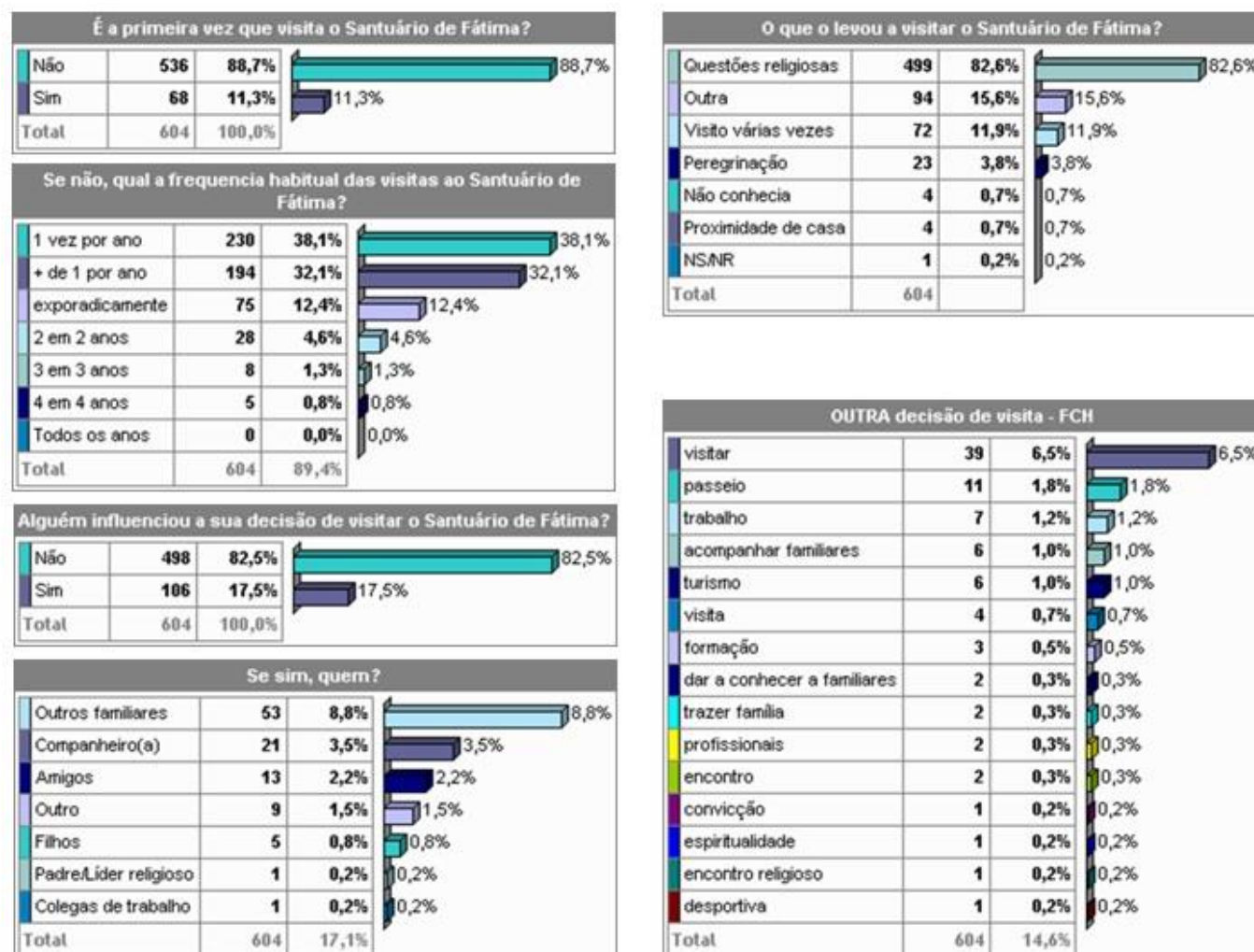


Gráfico 2 – Visitas ao Santuário, frequência e motivação



Assim, podemos então referir que o perfil sociodemográfico dos inquiridos revela uma distribuição maioritariamente feminina (58,6% da amostra são do género feminino e 41,4% masculino), com filhos (59,1% dos inquiridos têm um ou dois filhos) e uma distribuição equilibrada por grupos etários.

No que respeita ao estado civil, 65,4% dos inquiridos são casados ou vivem em união de facto e 25,7% são solteiros. No campo da formação, cerca de 35% dos inquiridos têm formação superior e 21% dos inquiridos tem 12º ano. Os inquiridos têm ocupações profissionais diversificadas, sendo que 10,3% dos inquiridos são reformados.

No que respeita ao local de residência dos inquiridos, 69,1% dos inquiridos residem em Portugal (Lisboa – 5,6%, Porto – 3,8%, Coimbra – 2,3% e Braga – 2%) e 30,9% residem no estrangeiro, sendo Brasil, França e Espanha os países mais representados (5,8%, 4,8% e 3,1%, respetivamente).

Quando questionados, a maioria dos inquiridos afirmou que já tinha estado em Fátima (88,7%), indicando uma frequência de visita, na sua maioria, anual (38,1% dos inquiridos) ou mais que uma vez por ano (32,1% dos inquiridos).

As principais motivações de visita foram, sem grande surpresa, as questões religiosas, para 82,6% dos inquiridos, sendo que os inquiridos vêm maioritariamente por vontade própria, sendo pontualmente influenciados por outros familiares (8,8% dos inquiridos).

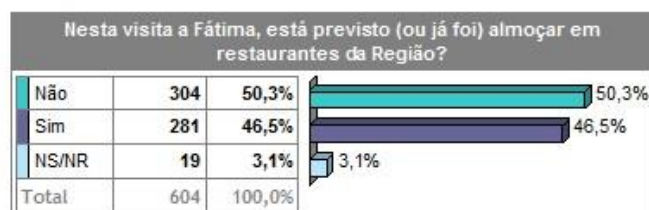
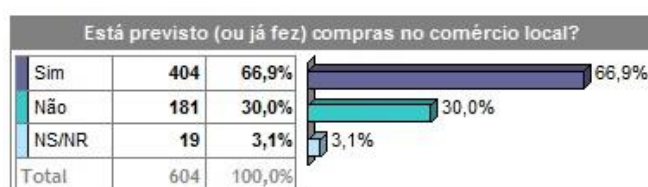
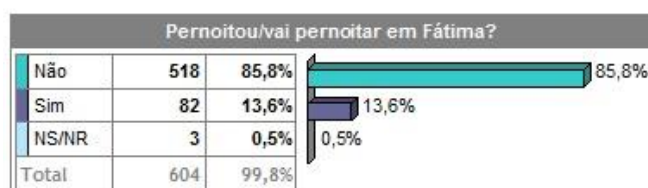
Cerca de 14,7% dos inquiridos vieram à Fátima diretamente de Lisboa, 7,1% vieram do Algarve e 4,8% do Porto. O destino a seguir à Fátima foi, para 13,2% dos inquiridos, Lisboa, para 5%, Porto, e para 4,3%, Coimbra. Tomar aparece em 13º lugar, referenciado por 1,7% dos inquiridos. Neste ponto o meio de transporte utilizado pelos inquiridos para chegar à Fátima foi carro próprio, indicado por 80% dos inquiridos, seguidos por autocarro (10,9% dos inquiridos).

Importa destacar que, a maioria não permanece em Fátima, e é também neste ponto que entendemos que as estratégias de marketing turísticos podem criar valor e ser uma mais valia se trabalhadas de acordo com o perfil do visitante.

A larga maioria dos inquiridos veio acompanhada (92,4%), pelo companheiro (55,8% dos inquiridos), filhos (37,1% dos inquiridos) ou outros familiares (39,4% dos inquiridos) e não vieram em grupo organizado.

No que diz respeito à duração da visita a Fátima é, para a larga maioria dos inquiridos (86,6%), de um dia sem dormida, sendo que durante a visita metade dos inquiridos não almoçam nos restaurantes em Fátima, e 43,6% almoçam e, ainda, 66,9% dos inquiridos preveem fazer (ou já fizeram) compras no comércio local. O montante máximo que os inquiridos estimam gastar, no total e por pessoa, com a sua respetiva visita à Fátima está inferior a 100€ no caso de 77,3% dos inquiridos. Somente 13,6% afirma ter intenção de pernoitar em Fátima sendo que a tipologia de alojamento preferida incide sobre as unidades hoteleiras (7,9% dos inquiridos).

Gráfico 3 – Tipologia de viagem e gastos



Conclusões

Do estudo realizado (amostra de 604 respostas válidas recolhidas no verão de 2015), o perfil do visitante do Santuário de Fátima fora das grandes celebrações religiosas revela uma distribuição maioritariamente feminina (58,6% da amostra são do género feminino e 41,4% masculino), com filhos (59,1% dos inquiridos têm um ou dois filhos) e uma distribuição equilibrada por grupos etários. No que respeita ao estado civil, 65,4% dos inquiridos são casados ou vivem em união de facto e 25,7% são solteiros. No campo da formação, cerca de 35% dos inquiridos têm formação superior e 21% dos inquiridos tem 12º ano. Os inquiridos têm ocupações profissionais diversificadas, sendo que 10,3% dos inquiridos são reformados.

69,1% dos inquiridos residem em Portugal (Lisboa – 5,6%, Porto – 3,8%, Coimbra - 2,3% e Braga – 2%) e 30,9% residem no estrangeiro, sendo Brasil, França e Espanha os países mais representados (5,8%, 4,8% e 3,1%, respetivamente). Quando questionados, a maioria dos inquiridos afirmou que já tinha estado em Fátima (88,7%), indicando uma frequência de visita, na sua maioria, anual (38,1% dos inquiridos) ou mais que uma vez por ano (32,1% dos inquiridos). As principais motivações de visita foram, sem grande surpresa, as questões religiosas, para 82,6% dos inquiridos, sendo que os inquiridos vêm maioritariamente por vontade própria, sendo pontualmente influenciados por outros familiares (8,8% dos inquiridos).

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A larga maioria dos inquiridos veio acompanhada (92,4%), pelo companheiro (55,8% dos inquiridos), filhos (37,1% dos inquiridos) ou outros familiares (39,4% dos inquiridos) e não vieram em grupo organizado.

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Sem margem para dúvida que um vasto conjunto de realidades económicas determinam a forma de estabelecer a obtenção de lucros provenientes, ao nível do turismo religioso, do comércio, das entradas cobradas em espaços pagos, em serviços de restauração, guias turísticos ou mesmo alojamento, sendo certo que toda essa procura impacta e transforma o ambiente, bem como a própria estrutura da economia local, enquanto, paralelamente, a urbanização tem tendência a seguir o rumo dos centros de peregrinos. Tal fenómeno é facilmente constatável em Lourdes, França, como referido por Alexandra-Maria, Gabriela Celília e Alexandru (2010).

Esta conclusão vai ao encontro do nosso pressuposto de que o fenómeno é multidimensional e com várias realidades simultâneas, por exemplo, ao nível dos vários *Stakeholders* envolvidos, os visitantes, as comunidades e, necessariamente, os tomadores de decisão no poder. Importa por isso ter em atenção estes comportamentos dos visitantes, que cada vez mais indicam que se deslocam aos espaços religiosos sem ser através da peregrinação, de forma a conseguir criar produtos turísticos, apoiados numa estratégia de Marketing tendo em conta as várias dimensões do segmento turismo religioso. O bem-estar (entendido nesta investigação também como o bem estar espiritual mas sem ligação às peregrinações) é um ponto de destaque e que entendemos ser uma tendência nesta vertente do turismo.

A criação destes produtos, levará, tendo em conta que a maioria das pessoas indica ir a Fátima pelo menos uma vez por ano, criar condições para que essas visitas sejam feitas, não só nas celebrações religiosas, mas também ao longo de todo o ano. A sazonalidade pode então, de acordo com o estudo aqui apresentado, ser combatida com a oferta de produtos que permitam aos milhares de visitantes do Santuário de Fátima, não só repetir a visita, mas também enquadrar na vertente de bem-estar que, como foi referido, está em crescimento.

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