Summary of Proceedings
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<td>09:00 – 09:30</td>
<td>Registration</td>
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<td>09:30</td>
<td>Opening Remark: Assoc. Prof. Dr. Pavel Slutskiy, Faculty of Communication Arts, Chulalongkorn University, Thailand</td>
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<td>09:40</td>
<td>Opening Remark: Assist. Prof. Dr. Duangkamol Chartprasert, Dean of Faculty of Communication Arts, Chulalongkorn University, Thailand</td>
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<tr>
<td>10:00 – 11:00</td>
<td>Keynote I: Charles Hampden-Turner – a British management philosopher, and Senior Research Associate at the Judge Business School at the University of Cambridge since 1990.</td>
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<td>11:00 – 11:15</td>
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<td>Panel Discussion: International Communication Agencies. Jennifer Poulson, the Deputy Managing Director of Hill+Knowlton Strategies Thailand; Rob Hall, the General Manager of Lowe Open and Lower Profero Thailand; Shreyas Mehta, Group Account Director, Millward Brown</td>
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<td>12:30 - 13:30</td>
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<td>13:30 – 14:00</td>
<td>Social media and its impact on intercultural communication: the challenges for a Multicultural Critical Discourse approach.</td>
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<td>The Program Production Techniques of NHK WORLD RADIO JAPAN, Thai section.</td>
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<td>Session A (I) Chair: Fiona Cownie</td>
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<td>09:30 - 10:00</td>
<td>Fashion Supply Chain Worker Exploitation: A Structural Cultural Knowledge Theory Perspective.</td>
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<td>Jon Shapiro (Northeastern State University, USA)</td>
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<td>10:00 - 10:30</td>
<td>Standards of Effective Media in Smart Cities Communication Campaigns.</td>
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<td>Enric Ordeix, Josep Rom (Ramon Lull University, Spain)</td>
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<td>11:00 - 11:30</td>
<td>The Effect of Life Events on Personality, Authoritarianism, Conservatism, and Language: Developing a Model for Three Southeast Asian Cultures.</td>
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<td>Mark A. Hamilton (University of Connecticut, USA); Jirayudh Sinthuphan (Chulalongkorn University, Thailand); Shaw Hong Ser, (Chulalongkorn University, Thailand)</td>
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<td>11:30 – 12:00</td>
<td>Standards of Cultural Diplomacy and Legitimacy in National Brand Building; Public Relations Campaigns.</td>
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<td>Significance of Ethics in Public Relations and the Role of Public Relations Associations in Ethics Education: Middle Eastern Public Relations Association as a Case.</td>
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<td>13:30 – 14:00</td>
<td>The Impact of Organizational Culture on Personality Preferences for World Leaders: Seasonal Markers of Chronobiology Effects.</td>
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<td>Beyond a One-Way Communication: The Future of Performing Arts Marketing in the Digital Age - a Hong Kong Perspective.</td>
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<td>14:30 – 15:00</td>
<td>Canada is #IdleNoMore: Unpacking Dynamics of Indigenous Political Engagement on Twitter</td>
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<td>15:30 - 16:00</td>
<td>Keynote II: Dr. Josep Maria Carbonell, Blanquerna, Ramon Lull University, Spain. “Global media communication challenges and the regulations”</td>
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<tr>
<td>16:00 – 17:30</td>
<td>Cocktail Reception. Dr. Hampden-Turner will present the latest book “Nine visions of capitalism: Unlocking the meanings of wealth creation” that he co-authored with Fons Trompenaars and Tom Cummings.</td>
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Conference Reviewers

- Professor Badran Badran, Zayed University, UAE
- Professor Jaishri Jethwaney, Indian Institute for Mass Communication, JNU University, India
- Associate Professor Dr. Saravudh Anantachart, Chulalongkorn University, Thailand
- Associate Professor Gaelle Duthler, Zayed University, UAE
- Associate Professor Kiran Kaur, Universiti Teknologi Mara, Malaysia
- Dr. Chompunuch Punyapiroje, Burapha University, Thailand
- Dr. Chung-Chuan (Kenneth) Yang, University of Texas, USA
- Dr. Yowei Kang, KAINAN UNIVERSITY, TAIWAN
- Dr. Fiona Cownie, Bournemouth University, UK
- Dr. Enric Ordeix, Blanquerna School of Communication, Ramon Lull University, Spain
- Dr. Howard Combs, San Jose State University, USA
- Dr. Jirayudh Sinthuphan, Chulalongkorn University, Thailand
- Dr. Pavel Slutskiy, Chulalongkorn University, Thailand
- Dr. Ratanasuda Punnahitanond, Bangkok University, Thailand
East is East and West is West: A Literary and Historical View from the Perspective of Madame Butterfly

Nick Bamford (Bournemouth University, UK)

In this paper, I will look at aspects of cultural difference as well as commercial and political relationships between East and West in a literary and historical context. These aspects have become evident during research for my PhD, which involves creating a contemporary, gay, screen adaptation of the story of Madame Butterfly.

I will demonstrate how the story, written by American author John Luther Long, emerged in response to the fashion of *Japonisme*; prompted by the opening up of new markets with Japan in the late 19th century, and in particular at how it was a moral response to the novella *Madame Chysanthème* by Pierre Loti, which described an early example of what could be called sex tourism - another aspect of *Japonisme*.

I will go on to examine the cultural misunderstanding, and in particular the cruel paradox of legal misperception intrinsic to the Madame Butterfly story; how that story was subverted by playwright and impresario David Belasco and opera composer Giacomo Puccini, again in response to commercial demand; and how that East/West misunderstanding has changed in subsequent adaptations, in parallel with political changes through the 20th century.

In particular I will look at M. Butterfly, the version of the story written by D.H.Hwang and filmed by David Cronenberg which subverted the dominant male West/submissive female East paradigm which is intrinsic to the story. I will also examine a film version made by NHK in Japan in 2011 with its reversed perspective.

Finally, I will analyze my own challenge to find an appropriate context for the story in the 21st century, and my choice of Bangkok. I will compare how making the story homosexual destabilizes the heteronormative expectations which govern the original versions, and how globalization has, in a similar way, ‘queered’ the macrocosm of that East/West paradigm in terms of who is now exploiting whom?

I will suggest that the internet and other aspects of globalization, such as the ready availability of cheap air travel, which have replaced the traveller with the tourist, might have increased mutual awareness between the cultures, but decreased understanding. While, for each culture a perception of the other is more readily available, it is, perhaps, more superficial.

I will conclude that a culture clash remains, and that having my Cio Cio San still be a victim of it, albeit in a different way, is therefore authentic in a contemporary setting.
Social Media and Its Impact on Intercultural Communication: The Challenges of a Multicultural Critical Discourse Approach

Gwen Bouvier (Zayed University, UAE)

The growing popularity of social media has created a debate: do these Internet services contribute to society by allowing people to become informed, find common cause, and participate in public life more often? Is there a place for greater cross-cultural sharing? Or do they foster shallower relationships, distract people from public affairs, and deepen political and civic disengagement? Do social media lead to increasingly disengaged and insular forms of ideas, values, concepts, worldviews and means of realising these? After all, social media are social, but only in an immediate sense. This paper looks at these issues from the perspective of Multicultural Discourse Studies.

One core issue for multicultural discourse studies is how people communicate their own identities - how they tell about what they are and what they do. It is also interested in how they communicate the identities of others and how in turn these identities are represented by others. The key issues here are how differences are constructed and negotiated. Social media bring the possibility for sharing, interaction and dialogue, but also for very new kinds of insularity. In this paper, I show this brings some new and specific challenges to researching intercultural communication - demanding that we rethink theories and produce new methodological tools.

Drawing on literature from across different academic fields and giving empirical examples, I address five of these changes, showing why these bring new challenges not only for discourse studies but widely for intercultural communication: (1) It has been suggested that identity representation on social media is always to an extent self-promotional; (2) The nature of cross cultural debate on some social platforms appears to have a very specific nature which tends not to be highly reflective; (3) The relationship of the online and offline world (and online and offline communities and cultures) is a complex one; (4) Social Media have involved huge shifts in what people present about themselves for public knowledge; and (5) Community and connectivity online in some ways exist closely aligned to the software and algorithmic structures created by interlocking social media platforms.
The fast fashion business in ASEAN is growing rapidly since young consumers in the region now have higher purchasing power and are very keen on fashion. Such business is also thriving in Thailand (Kasikorn Research Center, 2013). In the past decade, UNIQLO, a Japanese leading fast fashion retailer run by Fast Retailing Co., Ltd., has become one of the most popular international apparel brands in this country. According to its business strategy, ‘Stores Managed by Locals, for Locals’, UNIQLO marked their staff as the stars and empowered local stores and staff to effectively connect and build relationship with their local customers (http://fastretailing.com).

This article is a part of a research entitled 'Store Staff – Customer Communication for CRM: A Case Study of UNIQLO Thailand', purposed to examine 1) CRM strategy, exploiting store staff as main player, and 2) communication characteristics of the store staff that lead to customers’ satisfaction and repurchase intention. Multi-methodology was employed. Quantitative data were gathered by distributing two hundred questionnaires to UNIQLO's customers from five branches across Bangkok. Qualitative data were collected by conducting in-depth interviews with the brand’s first store manager and with twenty questionnaire respondents.

The results showed that:
1) According to its CRM strategy, UNIQLO Thailand expected their staff to be brand representatives and main players in building relationships with customers. In doing so, UNIQLO's nine DNAs: Cleanliness, Tidiness, Politeness, Energetic, Punctuality, Briskness, Hospitality, Teamwork and Correctness were imparted to the store staff through several channels, e.g., the company training programs and daily morning meetings.

2) According to the respondents, the most satisfying communication characteristics was ‘the store staff used polite language and tonality’, which reflected ‘Politeness’ DNA; while the least satisfying was ‘the store staff were able to give advice in choosing clothes that fit you’. In addition, among communication characteristics that affected repurchase intention, the respondents rated ‘the store staff gave warm welcome and service with smiley face’, which reflected ‘Hospitality’ and ‘the store staff communicated with polite manners’, which reflected ‘Politeness’ as the highest; while rated ‘the store staff had good product knowledge and able to provide right information’, which reflected ‘Correctness’ as the lowest. At significance level of 0.05, scores of satisfaction and repurchase intention rated by customers who were different in sex, age group, range of income, and from different branch, were statistically different.

3) The respondents could not clearly distinguish the store staff’s communication characteristics that reflected ‘Energetic’ and ‘Briskness’ (or ‘Haki Haki’) because, in Thai culture, actions that reflected the both terms were quite similar, while in Japanese culture, they are clearly different.

IMPLICATIONS: In this study, a gap between Japanese management and Thai staff was found. For Thai staff to catch UNIQLO’s DNAs, good demonstration and examples from the management were consistently needed. Moreover, to empower local staff to effectively connect with local customers, the management should develop a healthy relationship with them. The more the staff feel sense of belonging, they would be more are willing to be trained to become effective brand representatives.
Social Endorsement Effects on Message Processing: Cross-cultural Perspective

Myojung Chung, Ph.D. (Nanyang Technological University, Singapore)

This study examines cross-cultural variations in the effects of social endorsements on online message processing. Defined as an aggregate of others' positive reaction to online messages, social endorsement has greatly changed the context in which companies deliver messages to stakeholders. Although a rich body of research has examined how others' reaction affect message processing (Knobloch-Westerwick et al., 2005; Messing & Westwood, 2012), such discussion has largely been confined to within a country's border - mainly within the U.S. This study aims to fill this void.

A 2 x 3 between-subjects experiment (N = 567) was conducted, in which country (U.S. vs Korea) and social endorsement level (none vs. low vs. high) were manipulated. The two countries selected (Korea and the U.S.) are often considered to have contrasting cultural orientations – collectivism vs. individualism (Hofstede, 2001). Although numerous studies have used collectivism and individualism to predict communication outcomes, the approach has revealed several limitations. Hence, departing from the schematized understanding of each country's cultural traits, this study focused on independent and interdependent self-construals (Singelis, 1994) with individual subjects as the level of analysis. This study hypothesized that social endorsement effects on message processing would vary depending on the levels of independent and interdependent self-construals, as the concepts are about the relationship between self and others.

Results shows that the level of social endorsement affect perceived quality of message in the U.S., but not in Korea. This study also finds that Korean subjects are not dominantly collectivistic as many scholars have assumed. Rather, they display a bi-cultural tendency. The U.S. subjects demonstrate dominantly independent self-construal, but also report higher interdependent self-construal scores than Korean subjects. Results also suggest that independent and interdependent self-construals may influence the direction and magnitude of social endorsement effects on perceived quality of message to some extent, albeit not as a primary factor.

These findings reveal that there could be cross-cultural divergences and variations in the role of social endorsements in message processing. Given the fact that no social phenomenon or process recurs in the same form, this comparative analysis helps us see the divergent formations of the phenomenon and better understand the principle of variation. This enhanced understanding would benefit scholars and practitioners in the field of international public relations, which requires a thorough grasp of the social and cultural milieu of the market in which the organization operates.
An Analysis Word-of-Mouth Communication Amongst Students: Do UK students respond differently from their overseas’ counterparts?

Fiona Cownie (Bournemouth University, UK)

This paper examines student-reported experiences of emitting word-of-mouth communication related to higher education. It specifically investigates differences and similarities between UK and overseas undergraduate students’ experiences of word-of-mouth. The study illuminates the comparatively high levels of intentions to speak positively about the HE experience, but in particular demonstrates strong disagreement amongst both UK and international students regarding their intentions to speak negatively about their university experience.

Methodology
The study employed a quantitative research approach using an online survey method. The survey was distributed to a research population estimated to comprise 7190 undergraduates at four UK universities.

Findings
Overall, undergraduate students reported stronger intentions to speak positively than negatively about their experiences of HE (Author 2015). The strength of disagreement for indicators measuring ‘intention to emit negative word-of-mouth’ was particularly evident.

The imbalance between UK and overseas students studying in the UK, was reflected in the respondents, 88% were from the UK, the remaining 12% coming from a range of nationalities (but in the main comprising Asian and European students). Nevertheless, the research did have access to 173 international student respondents. Using a Mann-Whitney score of <0.05 as a test of significance, not one of the ten indicators measuring word-of-mouth communication demonstrated any significant difference between the responses of UK and overseas students. This is perhaps surprising given the importance attributed to culture within word-of-mouth highlighted by authors such as Lam, Mizerski and Lee (2005, 2009).

Implications
This study suggests that cultural differences highlighted in the literature are less evident within a body of students who travel to engage in their undergraduate study. This may be a consequence of the types of students who are prepared to move overseas at a comparatively early age or it may be a response to overseas students’ immersion within the UK education process over a period of a minimum 4 months and a maximum of over 3 years. The aim is to continue to investigate word-of-mouth communication amongst students across cultural boundaries and the author welcomes opportunities for research collaboration within Asian, Middle Eastern, American, and European contexts. It would be interesting to compare the responses of overseas students with native students studying within these geographical areas, to uncover whether the similarities uncovered here are consistent with the types of students who choose to study abroad, or whether they are particular to international students’ experiences within the UK.

Originality
This is the first paper to analyze word-of-mouth intentions amongst UK and overseas undergraduate student populations within the UK higher education context.
Emotion and Virality of Online Content in Different Cultural and Linguistic Contexts

Suttichart Denpruektham (Chulalongkorn University, Thailand)

With the modern world becoming even more online, interconnected, and social media saturated, the question of what characteristics of content facilitate or hinder the development online virality becomes even more important. One highly effective approach to this question is the use of an affective computing model to determine the characteristics of emotion in context that can influence the online sharing behavior. However, one important area that remains unexplored in this field of study is the effect of cultural influences on psychological interpretation of emotion from content (potentially altering the outcome of online sharing analysis).

This paper aims to address this issue by analyzing the sharing pattern of news articles from 3 major newspaper websites of different countries (the New York Times, BBC, and Thai Rath), using the psychological concept of core affect as the basis for an affective computing model. This study involved the collection of articles from the top 5 list of most emailed or most shared articles (via Facebook) from the respective newspapers, for a period of 30 days.

The collected articles were coded into 4 emotion variables (based on the concept core affect) by a group of media professionals or academics from the respective cultures. An analysis was then performed to determine the correlation of emotion variables to the movement in rank of the most emailed/shared list. Using a linear regression model, the results of the analyses were compared and discussed. The empirical evidence of cultural influences on affect-based online sharing behavior would benefit the future development of a more accurate virality prediction model in the increasingly multicultural environment of modern online social media.
Getting ready for a globalized workplace:
Longitudinal Analysis of Challenges in Global Virtual Student Teams

Gaëlle Duthler, Ph.D. (Zayed University, UAE)
Inka Stever (Zayed University, UAE)

To overcome the constraints of time and distance, many multinationals and corporations commonly work in global virtual teams. To better prepare students, academics are beginning to emulate this trend by requiring students to participate in global virtual teamwork. Students participate in projects with other students from around the world using a variety of communication technologies. This experience exposes the students not only to the benefits but especially to the real-world challenges these teams face. In this context the multiculturalism of virtual team participants is a vitally important consideration. With team members distributed across the globe, the teams represent an international blend of cultures, languages, attitudes, beliefs, and values. This mixture can present the teams with many challenges including team cohesiveness, leadership emergence, language skills, and technology use.

To illustrate the emerging trend and the challenges associated with diversity in global virtual teams, this paper examines virtual teams that participate in an international public relations competition organized by a consortium of fourteen universities located across five continents. The project has been running for the past fourteen years and has collected data from participants through an online evaluation survey.

The paper provides a longitudinal analysis of global virtual team challenges. Specifically, it will review challenges typically faced by global virtual teams such as communication, leadership, and cultural differences. It will analyze the annual evaluation survey filled out by the international team members between 2012 and 2015. The following research questions will be answered:

RQ1: What are the most important challenges faced by Global Virtual Teams?
RQ2: What are the students' communication tool preferences?
RQ3: How do Global Virtual Teams structure their work?
RQ4: How much do Global Virtual Teams contribute to greater multicultural understanding?
Purpose: The purpose of the study is to discover what the Middle Eastern Public Relations Association (MEPRA) has done in public relations ethics in this region and the opportunities/challenges they are facing. The paper will discuss the significance of public relations ethics both from a professional and educational perspective. Its main focus is on professional public relations associations' role in helping to establish public relations ethics and MEPRA will be analyzed in this perspective.

Methodology: Website analysis of the association will be done to understand how public relations ethics (codes, cases, etc) is communicated to the stakeholder groups. An email interview with the director/president of the association will be done for the background of ethical code establishment and its education.

Findings: The findings will center around certain themes. For example, an analysis of their professional codes will be done. Their process of establishing professional codes of conduct will be summarized: this will include dates, revisions, and the benchmark they had for their code of ethics, including the ethical leadership structure of the association. Moreover, as it had been accomplished previously by the Global Alliance for Public Relations and Communication Management Ethics Research team, it will look at the similarities and differences of its code of ethics with other professional associations around the world. Finally, the paper will discuss how public relations ethics education is done by MEPRA.

Implications: The study will provide a better understanding of the ethical issues in public relations in the professional world covering this region. It will help public relations educators to relate their ethics material to this context. The professional association will be revisiting its role specifically relating to their code of ethics.

Originality of the Study: There are not many studies of public relations in the Gulf Region where ethics and public relations have been studied. This study will specifically look at the role of an important professional association from this region. It will contribute the work of Global Alliance Ethics study. This study is an extension of the research Global Alliance for Public Relations and Communication Management contributed to the ethics research where they have compared ethical codes of professional associations around the world.

(http://www.globalalliancepr.org/website/sites/default/files/globalalliance/ethics-Benchmarking.pdf)
The Impact of Organizational Culture on Personality Preferences for World Leaders: Seasonal Markers of Chronobiology Effects

Mark A. Hamilton (University of Connecticut, USA; Chulalongkorn University, Thailand)

The effect of cultural traits on personality preferences for world leaders was examined in two studies. In the first study (N = 118), six dimensions of organizational culture (Hofstede, 2001) were used to predict preferences for leader personality, as marked by the chronobiological aspects of ecliptic longitude (self-worth), wetness of season (schizotypic anxiety), brightness of sign (extraversion), and depth of season (egocentric rigidity). Syntality theory (Cattell, 1948) was used to extend Belief Systems Theory (Hamilton, 2012; Hamilton & Hample, 2011; Hamilton & Mineo, 1996, 1999; Hamilton & Tafoya, 2012; Rokeach, 1956, 1958, 1960; Tafoya & Hamilton, 2012) to countries, predicting the relationships among the six cultural dimensions.

Causal modeling largely confirmed the predicted effects across countries. Masculinity (competitiveness or a lack of femininity) increased individualism (or a lack of collectivism), with individualism decreasing power distance (tolerance of status differences in society indicating low resentment). Indulgence (or a lack of restraint indicating cultural narcissism) decreased power distance and long-term orientation (addressing present and future challenges for society, indicating social bonding). In turn, power distance decreased long-term orientation but increased uncertainty avoidance, which increased long-term orientation.

The key findings were that power distance (low resentment) and long-term orientation (bonding) decreased leader depth of season (egocentric rigidity) whereas long-term orientation increased leader wetness of season (schizotypic anxiety). In the second study (N = 365), wetness of season (schizotypic anxiety), brightness of sign (extraversion), and depth of season (egocentric rigidity) all increased the likelihood of being a world leader.

Both studies confirmed earlier findings showing that relative age in school increases ecliptic longitude (self-worth) and depth of season (egocentric rigidity) but decreases brightness of sign (extraversion). In turn, the more depressive component of self-worth (ecliptic longitude) increased wetness of season (schizotypic anxiety) and depth of season (egocentric rigidity) while decreasing brightness of sign (extraversion).
The Effect of Life Events on Personality, Authoritarianism, Conservatism, and Language: Developing a Model for Three Southeast Asian Cultures

Mark A. Hamilton (University of Connecticut, Chulalongkorn University)
Jirayudh Sinthuphan (Chulalongkorn University, Thailand)
Shaw Hong Ser (Chulalongkorn University, Thailand)


Negative life events included trauma, need hindrance, and social undermining. BST predicts that the impact of life events on conservatism and language attitudes will be mediated by personality (self-concept variables and temperament) and justification processes (emotionalism and authoritarianism). Within the self-concept, self-worth variables included depression, neuroticism, guilt, and self-esteem; reality testing variables included schizotypy, egocentrism, narcissism, and empathy. The temperament variables included hostility, anxiety, extraversion, and bonding. Justification processes included emotionalism, authoritarian submission, and authoritarian aggression. Five facets of conservatism were examined: ethnocentrism, sexual conservatism, religious conservatism, political conservatism, and economic conservatism.

A separate model was constructed to test the cultural conservatism hypothesis which holds that beliefs based on direct personal experience (ethnocentrism and sexual conservatism) serve as the basis for beliefs about social groups (religious and political conservatism), with social group beliefs influencing more abstract policy beliefs (e.g., economic conservatism). The cultural conservatism hypothesis is tested using causal modeling. Predictions for different path coefficients by country (Thailand, Malaysia, Singapore) based on the Hofstede (Hofstede, 2001) culture dimensions are discussed.
Saving the World, One Country at a Time: The Impacts of Culture in International Nonprofit organizations

Alexandra Howard (Emerson College, USA)

Crossing international boarders is a large step for any corporation; but when a nonprofit organization steps out into the world, there is a plethora of new challenges and opportunities awaiting it. Nonprofit organizations can cross borders in two ways: either through the actual work they do or by expanding their organization to have international locations. Through reviewing the processes that organizations, such as the Make A Wish Foundation and the Ford Foundation, underwent while globally expanding, other nonprofits can learn successful methodologies and practices for going global.

With organizations that cross borders in order to move into new locations, such as Make A Wish, the process of expansion would closely resemble the same process in the for-profit world. It would begin with the construction of an international communication and marketing campaign. However, with nonprofits, the campaign would sell the idea and the mission as opposed to a product. This is where potential difficulty may arise. Making large changes in nonprofits is always a precarious move due to the instability of their financial state. As a result, bringing the cause outside of their country and to other parts of the world might deter investors; Therefore resulting in the necessity of finding international donors and people who whole-heartedly believe in the mission’s ability to work in a different country. The differences between cultures can impact the acceptance of the nonprofit as a whole, as well as its ability to actually find success. Although a certain group of people may be in dire need in a certain part of the world, there may be overarching intergovernmental conversations that prevent intervention. The extensive research and planning that must go into an international move must also cover the ways in which the country functions politically and financially.

On the other hand, should a nonprofit be expanding globally in order to achieve their mission, it will face an entirely different set of barriers. These organizations will not face the same type of potential backlash from going abroad because that is what their mission states they will do. Many donors are more focused on helping the world as a whole and may be excited by the opportunity to help citizens around the world. These organizations will however have to do just as much, if not more, research into how the country’s government functions. Certain leaders may not be accepting of foreigners coming into their country and helping their people in ways they can’t or choose not to. The Ford Foundation is currently experiencing this cultural backlash firsthand in India. Furthermore, these organizations also have to worry more about where their funding will go through these international missions; transportation, housing, and food for their employees all become new factors.
Why can’t we move there too? Communication, knowledge sharing, and R&D relocation

Chihmao Hsieh (Yonsei University, Republic of Korea)
Morris Kalliny (Eastern Washington University, USA)

For decades, management scholars have sought to explain R&D location (e.g. Howells, 1990), as well as R&D’s organizational governance form (Pisano, 1990). Generally, firms are presumed to pick desirable locations independent of the chosen organizational governance form. According to the literature, firms will place R&D in locations where they can acquire knowledge by augmenting home country capabilities (e.g. Audretsch, Lehmann, & Warning, 2005), exploiting capabilities near manufacturing facilities and markets (e.g. Patel & Vega, 1999), or both (Kuemmerle, 1999); and take advantage of appropriating either competitive spillovers (Feinberg & Gupta, 2004) or cooperative spillovers (Oxley & Sampson, 2004). Exogenously given R&D location, the firm then decides how to organize operations: Should the firm integrate foreign R&D operations within its own boundaries, or should it form collaborations with partners?

Tackling R&D location choice exogenously before organizational form introduces a major concern. While past research follows the strategy-before-structure paradigm in treating location decision as exogenous to organizational governance form, it also unrealistically pre-supposes entry. Thus, empirical studies typically begin with a sample of firms that have already placed R&D in specific locations (Penner-Hahn, 1998), and then examines their governance choices (e.g. Nobel & Birkinshaw, 1998). Yet firms may in fact show interest in a location and find that they are unfit to choose an efficient organizational form, due to pre-existing organizational governance and the difficulties introduced by concerns for governance inseparability (Argyres & Liebeskind, 1999).

Drawing from transaction cost economics and the knowledge-based view of the firm, we link capacity for future R&D relocation to the existing organizational governance form. In other words, even if a firm identifies a country where R&D operations would make sense from a market-based or knowledge-based standpoint, we ask whether the firm is currently organized whereby such relocation still makes sense. We argue that the location decision is affected by the costs of communication, in turn driven by coordination requirements and project complexity. Complexity of projects leads to task conflict that can be resolved differentially via the range of communication channels. Host national culture moderates the costs of communication. When companies look to move R&D operations to locations marked by uncertainty avoidance and femininity; or lesser power distance, the costs of contracting on prescribed high-bandwidth channels most effective to resolve the conflict become prohibitively expensive. Firms can adopt hierarchical organizational forms that safeguard against these costs, by substituting upfront conflict prevention. Thus, in developing a discriminating theory for organizational boundaries of the globalizing firm, we argue that those firms adopting organizational forms that reflect an overestimation (rather than underestimation) of knowledge transfer requirements will have greater decision-making flexibility and will be more likely to relocate to those locations marked by those aforementioned cultures.
CROSS CULTURAL COMMUNICATION COMPETENCE IN BUSINESS INTERACTION: A LITERATURE STUDY

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One of the assets needed to beat the competition is the cross cultural communication competence of its members. This paper is a literature study on cross cultural competence in business interaction. The main perspective in this study is communication and is supported by the human resource management perspective.

The results show that in managing human resources, organizations need to pay serious attention on the cross culture communication competence of its members in developing its management strategy. Cross cultural communication competence plays a significant role in the whole process of organization and can become its competitive advantage. Based on this result, a model of conceptual interrelation of cross cultural communication in business interaction is proposed.
China through two sets of Arab eyes: 
Coverage of the country in Egyptian and Emirati news media

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In recent years, numerous studies have examined the portrayal of China and the content of news stories about China in western media. Findings generally show increases in the coverage of China and topics related to China over time. They also indicate certain foci and patterns in the kind of coverage the country receives. One summary of existing research suggests the US media in particular have been increasingly negative and tend to concentrate on crisis events in covering China (Li & Tang, 2012).

There is little in the literature, however, concerning how China is covered in non-western media. The research described here, and submitted for consideration to the Cross-Cultural Communication Conference 2016, is intended to address this omission in part. It describes a comparative content analysis which looks at the coverage of China in Al-Ahram, the largest circulation newspaper in Egypt, and Khaleej Times, a comparable newspaper in the United Arab Emirates.

With findings from the First International Corporate and Marketing Communication in Asia Conference at Chulalongkorn University (Keenan, 2013) serving as a benchmark, this poster presentation will provide data on the coverage of China and topics related to China in Egyptian and United Arab Emirates news media. The study’s methodology and coding scheme is borrowed from Keenan, allowing direct consideration of similarities and differences between the treatment of China in the press of two Arab nations. An online keyword search of the Al-Ahram and Khaleej Times websites for “China,” and sub-searches for “Hong Kong” and “Macau,” produced separate sampling frames for the two papers. Each sampled item was coded by two independent investigators on a number of dimensions, including overall tone, topic area, location and length of item, and centrality of China in the piece.

Analysis is currently underway, with results intended to provide an overall profile of each paper’s coverage of China and comparisons of them throughout. Findings should extend the 2013 study’s focus on Egypt and contribute some understanding of how China comes across through the media in a largely unstudied part of the world, as well as an examination of possible differences between Egypt and the UAE. They should also add to the scant literature considering how China is presented by foreign media outside the West.
The Program Production Techniques of NHK WORLD RADIO JAPAN, Thai Section

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Purpose – Radio Japan is an international radio broadcasting service of NHK WORLD network for Japanese and foreign nationals abroad, began 80 years ago in 1935 by shortwave. Thai language programs have been broadcasting more than 65 years as 1 of 22 languages services. Now, Radio Japan has been broadcasting in 18 languages including Japanese, by; shortwave, AM, FM, satellite and over the internet. The Thai section has a Japanese chief producer and directors, while the announcers are Thai nationals. This study aims to explore Thai program's production and work procedures; including patterns and practices in the production process, creative process, presentation techniques, and other factors in NHK WORLD RADIO JAPAN's success.

Methodology - Qualitative, multi data collection methods are used. Mainly content analysis by listening to Thai language programs aired during July to October 2015. Documentation from Thammasat University graduate students who visited NHK WORLD Radio Japan office; information and data from the NHK WORLD website: www.nhk.or.jp/nhkworld. Direct observation, asking questions and interviewing Japanese producers and Thai staffs during a visit to Radio Japan's production unit.

Findings –The Production process of news and programs are disciplinary. News program airs 10-15 minutes before feature programs airtime, commonly sets priority to activities of Japan's government, international relations and conflicts, Asian current affairs, economics, business issues, culture, and entertainment. Precise news content is selected each day from NHK correspondents, translated into English and then Thai; strictly to examine the meaning and sense to suit the 'Thai listeners' context. Newscasters read the news with a formal style and accurate pronunciation. Program Contents do not include news programs relating to Japanese culture, innovations and technology. The process of making programs are similar to news program practices; a director makes a program plan and a staffer covers a story, transcribes recorded material, examines and writes a script in Japanese, translates it into English, and then Thai; the announcers and director read the script together using stopwatch and then record it in studio; followed by editing, and broadcasting. Newscasters insert a few patterned ad-lib phrases in a neutral tone of voice. All of Radio Japan's programs are presented on air by Thai announcers who do not hold degrees in communication.

Implications – The austerity of procedure of Radio Japan's program production should be applied to design teaching strategies in production courses and workshops to enhance the proficiency of young producers, students majoring in Broadcasting or Communication.

Originality – There are few research studies about international radio broadcasting and less focus deeply in production process details. This study attempts to explore how NHK WORLD RADIO JAPAN serves its audience, and what the factors of success are.
Beyond a One-Way Communication: The Future of Performing Arts Marketing in the Digital Age - a Hong Kong Perspective

Benny Lim (University of Hong Kong, Hong Kong SAR)

This paper will first discuss the various cultural and societal shifts in Hong Kong with the advent of the digital age in the 1990s, citing concepts from Castell's 'Network Society' and Ogburn's 'Cultural Lag'. In this section of the paper, I will also attempt to make sense of Hong Kong's high adoption rate and extensive usage of technology, particularly the Internet; drawing examples of actual online software and applications, looking at both sides of the coin with reference to the conflicting theories of 'Social Construction of Technology' and 'Technological Determinism.'

With this theoretical and conceptual framework in place, the next section of the paper will focus on possible new directions in performing arts marketing in the digital age. Currently, the marketing strategies of the performing arts in Hong Kong are still very promotionally driven, which focuses on a one-way communication of the performance information to suitable audiences. There is a clear focus on printed materials such as posters, brochures and banners, and likewise within the digital context, the extent of online marketing does not go beyond the creation of promotional e-content, such as electronic brochures, EDMs, as well as information transfer through the use of social media tools (for eg. Facebook and Tumblr). Despite the potential for interactivity on the social media, the communication approach is still very often based on the traditional one-way model.

This paper will seek to propose and offer new perspectives in online marketing of the performing arts in Hong Kong, referring to concepts from theories and existing practices in other fields, with specific discussions in the enhancement of product capabilities, realistic pricing systems, definition of the performance spaces, as well as the training and development of marketing (and relevant) personnel. Through the discussion on the effects of the digital age, the paper will also propose new communication strategies in the marketing of the performing arts in Hong Kong.
Standards of Effective Media in Smart Cities Communication Campaigns

Enric Ordeix, PhD. (Ramon Llull University, Spain)
Josep Rom, PhD. (Ramon Llull University, Spain)

This paper studies the steps to follow and the roles to play for communication professionals in a Smart City Public Relations and Communications Campaign. The main aim is to write a guideline to increase the effectiveness of the major corporate strategic communication policies in the usage of media in this field.

The research focus is: 1. The ‘message’ as the story, based on organizational essentials, values and identity of the city. 2. The ‘techniques’ to influence and create opinion. 3. The publics in a media relations campaign: opinion leaders and opinion makers. 4. The social dimension and agenda setting. 5. Typologies of media: traditional media (main stream media) and new media used in the studied cases.

The methodology we followed is to compare opinion making in 4 cities of Europe: London, Bucharest, Barcelona and Vincentia. Major topics to compare are: tech advancements, sustainability issues, mobility and citizenship engagement.

Finally, we will examine new trends in this field of communication that are redirecting the media strategy in communication campaigns in terms of influencing other key publics that generate major growth in city branding reputation such as: community engagement, grassroots and public diplomacy.
New wave in Storytelling? Managing Content in Cross-Cultural Public Relations Campaigns in an ongoing change of Roles of Traditional Media

Enric Ordeix, PhD. (Ramon Llull University, Spain).
Xavier Ginesta, PhD. (Universitat of Vic, Spain)

This paper studies how traditional media functions have changed due to new media growth in terms of consumption and influence; and how this has effected public relations campaigns in terms of storytelling and managing content. So some questions would be: Have the mainstream media have changed their foundational social roles? Does a cross-cultural public relations campaign take these potential changes into consideration?

The two best known traditional media functions are (Laswell, Lazarsfeld and Merton, Wright): setting agendas of discussion and, transmitting values to live in society and creating opinion. As for the mainstream media, the main characteristics are to align media agendas with public and political agendas, in order to set frames of sociability and, as said, of discussion. The effectiveness of Public Relations in contributing to this factor by selecting media in a cross-cultural communication campaign depends consistently on the topics chosen to create stories (based on organizational/corporate values), the publics to engage, and the type of the chosen media and channels (traditional media, new media own media, etc).

The methodology: The sample was selected from European French and English language mainstream media outlets. The analysis indicators are the following: 1. The ‘message’, as the story based on organizational essentials, values and identity; 2. The publics in a media relations campaign: opinion leaders and opinion makers; 3. The Social dimension and agenda setting; 4. Effectiveness versus Excellence and vice versa; 5. The role of the media: traditional media (or mainstream media) and new media; 6. Trends and challenges for professionals.

The main aim of our paper is to write a guideline to increase the effectiveness of the major corporate strategic communication policies in the usage of media in diverse ambients. And as a future steps, we are going to talk about new trends of communication that are redirecting the media strategy in communication campaigns in terms of influencing other key publics that generate major growth in organizational reputation, as community engagement, grassroots and public diplomacy.
Standards of Cultural Diplomacy and Legitimacy in National Brand Building; Public Relations Campaigns

J. Gregory Payne (Emerson College, USA)
Enric Ordeix, PhD. (Ramon Llull University, Spain)

The paper discusses different aspects of cultural diplomacy: as sports, art, gastro-diplomacy and health. We benchmark some European Cultural Countries in order to find opportunities to better compare the national symbols as part of its storytelling effectiveness.

Major indicators of our analysis are: behaviors and values, legitimacy and civic engagement, media and public agenda setting and storytelling. We state that national branding is using characteristics of a traditional public relations process: argumentation and discourse, leadership management and group influence, social influence and grassroots communication. The research also analyses national ambassadors and celebrities that personalize the national values and stories as a way to improve media influence. We see here a new way of doing diplomacy, organized/supported by non-governmental organizations. This kind of national ambassadors are empowerment based on a bottom up process –society gives power to its representatives as a result of a community engagement-, so traditional power or institutional leadership needs to consider it to achieve a higher political influence.

Last but not least, the paper searches for different ways to express culture as an iconography of the identity and values. Demonstrating the differences and characteristics are one of the major aims of any country as a brand that seeks to be “sold” in a globalized world. Again, reputational managers have a long way to walk searching for effectiveness on storytelling and media influence based, as said before, on values and key concepts of any nation-state.

Keywords
The Relationships among Advertising Media Exposure, Attitudes Towards Advertising and Advertising Avoidance Behaviors in Facebook

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The objectives of this research were to study the relationships among advertising media exposure, attitudes towards advertising, and advertising avoidance behaviors on Facebook. A survey research methodology was employed and the questionnaire consisted of four parts: the respondents' demographic information, advertising media exposure in facebook, attitudes towards advertising on facebook, and advertising avoidance behaviors. To collect the data, the researchers entered the students’ classrooms to explain the research objectives, and then asked their permission before collecting the data. The sample group were 415 Thai first-year and second-year undergraduate students studying at Burapha University, having an average age of 20 years old.

The data revealed that the top-three the purposes of using Facebook were to: kill time, maintain relations with friends & family, and to entertain. The top-three advertising media exposure (advertising exposure) on Facebook that consumers had viewed were page post ads, marketplace ads, and adverts for Apps. The top-three advertising media exposure (click to advertising) that consumers clicked on most often were page post ads, click adverts for apps, and click marketplace ads. The top-three reasons consumers clicked on advertising on Facebook were ad interest, product interest, and promotion interest. The top-three reasons consumer did not click on advertising on Facebook were consumer annoyance from too many ads, waste of time, and being re-directed away from Facebook. The top-three attitudes towards advertising on Facebook were: too many ads, annoyance, and Facebook is media for communication. Additionally, the top-three advertising avoidance methods on Facebook were skipping ads, ignoring ads, and eliminating ads.

When testing hypotheses, the results showed that there were relationships among advertising media exposure (advertising exposure) on Facebook and advertising media exposure (click to advertising) on Facebook at the significance level of 0.05-0.001. Also, there were relationships among attitudes towards advertising on Facebook, advertising media exposure (advertising exposure) on Facebook, and advertising media exposure (click to advertising) on Facebook at the significance level of 0.01-0.001. Finally, there were relationships among the attitudes towards advertising on Facebook, skipping advertising, eliminating advertising, and overall advertising avoidance behaviors at the significance level of 0.001.
Structural Cultural Knowledge Theory and Key Declarative Structures: An Examination of Global Communications within the Fashion Industry

Jon M. Shapiro, Ph.D. (Northeastern State University, USA)

Cultural knowledge is assumed to play a vital role within international relationship development, integrated marketing communications, and business education. Yet, there exists a lack of theoretical grounding as to how knowledge is structured in order for such learning and understanding to occur. Based on the work of Shapiro (et al. 2008) this paper introduces structural cultural knowledge theory and examines declarative knowledge structures associated with appropriate cultural business training. Specifically, we examine SCKT within the context of the Thailand Fashion Industry. Specifically, we conducted 24 in-depth interviews among fashion manufacturers within Chiang Mai, Thailand and New York, United States, who collaborate within dyadic manufacturing and export relationships.

Structural Cultural Knowledge Theory (“SCKT”) is grounded on the principle that cultural knowledge is hierarchical in nature, and has a declarative foundation. Well-formed emic-procedural knowledge is grounded on a richly developed network of declarative knowledge. Moreover, declarative knowledge is best developed when based upon a theoretically-driven understanding of cultural variance. In other words, well developed declarative knowledge foundations are critical antecedents to the formation of rich emic procedural structures. As useful cultural knowledge is developed, etic procedural structures are replaced by emic procedural structures. Vital to SCKT is delineation of the three dimensions of cultural knowledge: declarative, etic procedural, and emic procedural. It is the interaction among the three knowledge types, which lead to the development of cultural knowledge structures. Of critical importance is the nature of the knowledge and the type of intelligence advantageously important to a firm’s success.

Based on the findings of Hall and Hall (1987), Hofstede (1991), and Kluckhohn, and Strodtbeck (1961) we synthesize and introduce four declarative knowledge categories: (1) relationships and priorities regarding goal achievement, (2) beliefs regarding divine power, (3) social structures and obligation beliefs, and (4) assumptions regarding learning limitations. Key questions which pertain to each of these domains are described, and it is demonstrated how these declarative knowledge structures provide a fundamental building block for fostering systematic cross-cultural understanding.

Fashion managers are in a boundary role position because they often become members within a host culture and then experience periods of adjustment as they attempt to reconcile knowledge structures associated with two diametrically unique cultures (et al. 2008). Understandings of why people behave, think, and interpret issues in certain ways help the adjustment process and bridge the gap between and among multiple cultures.

This research aims to introduce theoretically-grounded guidelines to enhance training effectiveness and foster optimal learning practices in order to enhance managerial effectiveness.
Global Public Relations: The role of Culture in Corporate Communication

Leysan Khakimova Storie, Jody Johannessen (Zayed University, UAE)

Communication scholars agree that culture impacts communication (e.g., Hofstede, 1991; Curtin & Gaither, 2007). As Sriramesh and Veric (2009) argue, communication influences and is influenced by culture. However, despite increasing globalization in the world’s communication system, little research looked at cultural differences and similarities in public relations practices around the world. The purpose of this study is to explore the role of culture in public relations and to contribute to theory building in public relations research.

Public relations practitioners are culture-workers (L’Etang, 2012) in that they cross cultures “within and between organizations and communities” (p. 167), both online and offline. Culture can be defined as a set of shared meanings, values, behaviors and heritage. Culture forms our assumptions and presuppositions, thus Botan (1992) warned against ethnocentric assumptions about how communication should be practiced.

Global public relations as a research area lacks theoretical ground. One theory that is largely used in recent public relations scholarship is relationship management, which explains how relationships are formed and maintained between public relations practitioners and media, publics, and stakeholders. Relational antecedents, strategies, and outcomes developed by Ledingham and Bruning (2000) have been tested in the United States. However, few studies explored how those steps apply to public relations practice in other countries, if at all.

The United Arab Emirates provide an excellent environment for conducting such a study due to the country’s diverse workforce and culturally diverse publics. Firstly, the study helps to fill the gap in communication literature by exploring the role of culture in public relations. Secondly, the study contributes to relationship management theory by looking at cultural influences on initiating relationships and managing them. Thirdly, the study seeks to advance public relations practices by helping practitioners understand cultural influences in their engagement with publics. Finally, the study provides a window into studies of East-West communications through the UAE’s multinational demographics, comprising primarily Asians, Europeans and Arabs.

Due to the exploratory nature of the study, this research uses a qualitative approach. We will conduct 30 in-depth semi-structured interviews with public relations professionals in the United Arab Emirates, asking them how they engage with country’s publics. In-depth interviews provide an opportunity to explore a new phenomenon while the semi-structured nature allows the flexibility needed in exploratory studies.
Over the last five years, social media’s distinct structural and functional properties have played an instrumental role in the rise and growing traction of grassroots protest movements in Eastern and Western national contexts. While many scholars have focused their work on dynamics of political cyberprotest (e.g. the ongoing transnational Occupy movement, the 2012 Quebec student strike, the student led protest movement in Chile between 2011 and 2013, the 2014 Umbrella movement in Hong Kong), few have studied how ethnocultural minorities on the peripheries of the traditional political arena have leveraged social media’s capabilities to gain visibility, mobilize support, and engage in political and civic action. We fill part of this gap in the academic literature by investigating uses of Twitter for identity and culture based political engagement in the context of the Canada based Idle No More movement (INM). This ongoing protest initiative, which emerged in December 2012, seeks to mobilize Indigenous Peoples in Canada and internationally as well as their nonIndigenous allies. It does so by bringing attention to their culture, struggles, and identities as well as advocating for changes in policy areas relating to the environment, governance, and socioeconomic matters. Specifically, our study explores the ways in which and to what extent references to aspects of Indigenous identities and culture shaped Idle No More related tweeting and, by extension, activism. We conduct a quantitative and qualitative content analysis of 1,650 #IdleNoMore tweets shared by supporters and, in some cases, detractors of this movement between July 3, 2013 and August 2, 2013. Our study demonstrates that unlike other social media-intensive movements where economic and political concerns were the primary drivers of political and civic engagement, aspects of Indigenous culture and identity influenced patterns of information flows and mobilization among #IdleNoMore tweeters.
Cross–Cultural Issues as Influencers of Service Quality in Medical Tourism

Prof. S. Sundararajan, Dr. A. Chandramohan and Dr. K. Sadasivan (SRM University, India)

Cross culture describes matters involving cultural interactions or various forms of cultural interactivity. Cross-culturalism is synonymous with ‘transculturation’, a term coined by Cuban writer Fernando Ortiz in the 1940s to describe processes of cultural hybridity in Latin America. The term “cross-culturalism” became prevalent in cultural studies in the late 1980s and 1990s, by the Guyanese writer Wilson Harris, who wrote in his book “The Womb of Space” that "cultural heterogeneity or cross-cultural capacity" gives an "evolutionary thrust" to the imagination.

Medical Tourism could refer to the travel undertaken by people to another country, with the primary aim of undertaking medical treatment. The various reasons to undertake such travel could be to save costs, reduce the waiting time for treatment, enhanced effectiveness, legal issues, pleasant mental conditioning amongst other reasons. Traditionally, from the third world countries, the travel took place to advanced countries in the West. However, in the past two decades, the trend is to travel from the developed nations to the developing nations like Jordan, Israel, Turkey, India, South Africa, Mexico, China, Thailand, Malaysia, Philippines etc. To a large extent it is due to the medical advancement and creation of various associated facilities in developing nations. In 2015 an estimated 32 million medical tourists are expected in India alone. The global revenues in Medical Tourism are currently around 2 billion US Dollars, making the sector attractive.

Service Quality deals with the experience and expectations. Ten determinants that may influence the appearance of a Service Quality gap were described by Parasuraman, Zeithaml and Berry in the SERVQUAL model: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles. Subsequently, the determinants were reduced to five: tangibles; reliability; responsiveness; service assurance and empathy, in the so-called RATER model.

With ease of travel and movement amongst nations, cross cultural issues are likely to take the center stage in influencing Service Quality in Medical Tourism. For Example, in several Asian countries it is customary to give gifts or tips to the medical attendants. Gifts or Tips are forbidden in some cultures. Propriety or nature of communication and the myriad languages bring in some complexities in transferring understanding, between the various players in Medical Tourism, such as the patient, doctors, nurses and other medical attendants, travel agents, tour operators, hospitality providers including hoteliers and caterers, bankers, and transporters, amongst others. Cross cultural issues dominate communication, gestures, facilities for stay, preference for food and cuisines combined with the specialized medical requirements in some cases etc. Further cultural issues influence understanding and behavior to such an extent that they in turn impact the experience as well as expectations amongst the Medical Tourists as well as the various service providers.

In the present article, the authors try to bring out the conceptual aspects covering cross cultural issues, which largely influence Service Quality in Medical Tourism.
The Donald Effect: Is Trump a Master of Marketing or the Industry’s Achilles Heel?

Ashley Torrence (Emerson College, USA)

Love him or hate him there are several aspects of billionaire businessman Donald Trump that cannot be denied. Trump has cemented himself as a media mainstay since announcing his candidacy for US president in June 2015. Throughout his career he has never been a stranger to the press however his arrival on the campaign trail has generated more frequent and in-depth analysis of words and actions.

Trump frequently touts his financial prowess and cites his personal wealth as evidence thereof. He unapologetically reminds people of his ability to create successful businesses and negotiate the best deals. Trump has declared these skills as preparation enough for him to serve as president of the United States and make America great again.

Trump espouses an unfiltered rhetoric with seemingly little regard for political correctness. This approach to messaging and connectivity has served him well throughout the presidential primary process. He does not appear to have the same concerns of his political predecessors with regard to public offense or media interpretation. Trump’s freewill has allowed him to appeal to the often-silenced sensibilities of some marginalized members of the voting population.

Donald Trump’s current successes as a media magnet and demonstrable appeal to specific segments of primary voters have not occurred without complication. His celebrated willingness to speak freely begs the question-what cost will Trump’s political communication have on his corporate brand and consumer diversity?
Determinants of Business Relationships Between Thai and Vietnamese Travel Agencies

Ratiwan Watanasin (Suan Dusit University, Thailand), Mai Ngoc Khuong (International University - Vietnam National University, Vietnam)

Inter-organizational or business-to-business relationship marketing literature reveals the importance of determinants, such as trust, commitment, interdependence, coordination, flexibility, communication, and compatibility. As well, it is evident that worthy relationships lead to marketing support, financial success, and relationship satisfaction. Since various environmental changes occur in tourism industry, such as the official commencement of the ASEAN Economic Community in 2015, as well as political conflict in Thailand, it is essential to identify the key determinants of business relationships in order to thrive in the Thai-Vietnamese business context.

This research compared quantitative data from 207 Thai and 114 Vietnamese travel agencies. In-depth interviews were conducted with five Thai travel agencies. In addition, recommendations from 39 Vietnamese travel agencies were utilized to verify determinants arising from the quantitative analysis undertaken.

Factor analysis and multivariate regression analysis were applied to contrast the data from both countries. The findings significantly indicate cultural differences in managing Thai and Vietnamese business relationships. The most important determinant of business relationship success for Thai travel agencies is trust. Other significant determinants for Thais are formalization, coordination, participation, frequency of interaction, and conflict resolution. For Vietnamese agencies, important determinants are participation, frequency of interaction, and commitment. The findings suggest that frequency of interaction is a good predictor for any beneficial business relationship.

Content analysis of qualitative data supported the quantitative findings and this outcome enhanced marketing insight with regard to the improvement of relationships between Thai and Vietnamese travel agencies.