

Sykes COB Research Day



THE UNIVERSITY OF
MDA TAX

A Message from the Dean

Welcome to the Sykes College of Business 5th Annual Research Day. This program showcases the intellectual contributions made by the college's faculty over the past year. The summaries presented below summarize the faculty's research contributions in a wide variety of business disciplines. The 77 faculty members of the College of Business had more than 200 intellectual contributions ranging from articles in *Bloomberg Businessweek* to chapters in textbooks. From this research, these faculty members contributed to their fields by publishing 59 articles in peer-reviewed journal publications.

Frank Ghannadian, Ph.D.

9-9:10	Coffee and bagels
9:10 - 9:15	INTRODUCTION by Dean Ghannadian (coffee and bagels available)

9:15 - 9:30

Raymond Papp specializes in the strategic use of information technology. His book, Strategic Information Technology: Opportunities for Competitive Advantage, investigates the alignment between business and IT strategy and infrastructure, and the use of information

developed and developing nations. She has published in the American Economic Review.

Background: Illegal downloading of digital files is a growing threat to the music industry. No longer limited to sharing physical copies, millions of virtual strangers can share music via the Internet. New technology, faster wireless connections, and a wider range of mobile devices have increased the opportunities to file sharing and music piracy. The research community has made advances in investigating the attributes of those engaging in this illegal act; however, with the emergence and popularity of digital streaming services, more research is needed to determine the relationship between music streaming and music piracy.

Methods: This study used the results from a survey completed by 197 college students who were asked about their online shopping habits, the frequency of music downloading, the usage of streaming services, and the reasons for avoiding music downloading fees.

digitally-enabled collaboration, Information Technology (IT) sourcing and governance, human-computer interaction and gender issues in science, technology, engineering and math. Veltri has presented at multiple national and international conferences and her research has appeared in California Management Review, Business & Information Systems Engineering, International Journal of Human-Computer Interaction, DATABASE for Advances in Information Systems, International Journal of Knowledge Management and Journal of Information Systems and Education.

Citation: Krasnova H., Veltri, N.F., El Garah, W. (2014) *Communications of the Association for Information Systems*, 35(1), Article 4 (1)10.9 ormatnd iCi tarw(

10 - 10:15

*Lonnie Bryant's research
interests include investments,
mutual funds, corporate*

	<p>discuss the details of Everton Brand, Rossi wanted to prepare the strategic rationale, the proposed value of staying with Glendore (the current production company) or transition to India and other financial considerations deemed important by the Board of Directors.</p> <p>Results: The key issue facing Rossi is to identify the relevant factors determining the benefits and costs of both options. Currently, Everton S.P.A. uses six decision rules to evaluate projects. Everton evaluates projects based on Net Present Value (NPV), Internal Rate of Return (IRR), Modified Internal Rate of Return (MIRR), Profitability Index (PI), Payback Period (PB) and Discounted Payback (DPB). Everton S.P.A. requires that all projects have a payback and discounted payback less than 3 years and 3.5 years respectfully. Everton and the Board of Directors have identified the necessary financials associated with setting up a new packaging facility, and wish to develop a pro forma statement in order to decide whether to set up this facility or continue doing business with Glendore.</p> <p>Conclusion: This case discusses the multiple methods used to evaluate the expansion decision Everton is facing.</p> <p>Implications for Practice: The factors considered in this case are the financial factors firm should consider when deciding between investment options.</p>
<p>10:15 - 10:30 <i>Hemant Rustogi specializes in market research, international marketing, service quality, marketing strategy and international business education. Rustogi has written numerous publications on marketing and international business education. His efforts were instrumental in helping UT earn \$2 million in federal grants for international business education.</i></p> <p><i>Before joining UT in 2003, Judith Washburn was an assistant professor of marketing at Bowling Green State University in Bowling Green, OH, and an instructor of marketing at Southern Illinois University at Edwardsville. She teaches a variety of both graduate and undergraduate marketing</i></p>	<p>Title: Yale Lift Trucks: Brand building in the business to business market</p> <p>Citation: Hemant Rustogi and Judith Washburn, with Stacey Hanson, University of Tampa graduate and formerly Yale Lift Trucks Marketing Manager; and Sarah Ham, University of Tampa. (2014) <i>Journal of Business Cases and Applications</i>, Vol(12)</p> <p>Objective: This case addresses the question, “What’s in a name in the business-to-business marketplace?” It explores the opportunities and challenges confronting a Tampa-based material handling equipment distributor in the business-to-business market. Yale Lift Trucks faced a fragmented brand strategy that put the company at risk for successfully managing the entire brand experience when competing with companies like Toyota, Caterpillar and Komatsu. Without sacrificing 30 years of building brand equity and maintaining satisfied customers, Yale Lift Trucks faced the complex challenge of a rebranding effort to better represent its expanded product line.</p> <p>Background: Under the watchful eye of its founder, Sandy MacKinnon, Yale Lift Trucks prospered, expanded and acquired additional product lines over a 30-year period. As a result, the company outgrew its original brand name. Despite the widespread 2008 economic downturn, the company remained profitable by providing superior customer service in an industry in which the core product is a commodity. Through a strong, service-first company culture, MacKinnon developed a loyal following and focused the company’s efforts on product line expansion to gain</p>

courses.

Washburn publishes regularly in academic journals and frequently presents her research at academic conferences. Her research interests include branding, associative relationships between businesses and nonprofit organizations, service value, and university marketing. Prior to launching an academic career, Washburn worked in industry holding positions in marketing management for a manufacturing company, marketing research for a large retail holding corporation, retail management for a national department store chain, and consulting in marketing management and marketing research. She is active in the American Marketing Association and the Society for Marketing Advances, and continues to consult with organizations on marketing and business strategy.

market share. Customer service is often the only differentiator in this industry, and Yale Lift Trucks successfully made customer service its sustainable competitive advantage. But this expansion strategy came at a cost. In 2011, the opportunity to represent an additional major equipment brand was presented to MacKinnon. With two thriving business divisions, Yale and JCB, MacKinnon realized the company was not leveraging the strength of the dealership's reputation by continuing to do business under two brand names – Yale Lift Trucks of Florida and Georgia and JCB of Florida and South Georgia. For 30 years, the company had promoted the manufacturer's brand names as opposed to the dealership's brand. While an additional brand would help the dealership reach its revenue targets, it

& Services was successfully executed including new brand identity and

*such as Computerworld,
Network World, CIO and
CSO magazines and in (ISC)2
press releases. He is a
member of the Association for*

competitors.

Conclusion: MGA responded to the powerful target market of tweens; a market that was no longer connecting with Barbie and was in need of something more representative of the modern societal and cultural landscape. MGA created the Bratz dolls to meet the changing needs of tweens, launching a successful marketing campaign that ultimately competed head to head with Mattel and dethroned 50 years of Barbie supremacy.

Implications for Practice: Recognition of new or emerging target markets, along with specifically meeting that market's needs and wants,

	<p>Canada makes a valuable contribution to the international management and cross-cultural literatures, which have been criticized for the “hegemony of Anglo-American theory”. Our study provides a greater understanding of the complex and multidimensional approach to leadership and motivation among the African Diaspora in the U.S. and Canada.</p> <p>Implications for Practice: Our findings can help companies better manage diversity within their organizations. Managers will be more equipped to effectively lead and motivate their diverse employees. Managers must understand the role of national culture on what determines effective leadership and what motivates employees. While similarities were found between the perceptions of leadership and motivation among the African Diaspora; differences also emerged between the two countries, pointing to the importance of cross-cultural differences between the U.S. and Canada.</p>
<p>11:15 - 11:30 <i>Tih Koon (Alex) Tan’s areas of interest include corporate finance, governance, executive compensation and international finance.</i></p> <p><i>Tan’s research has been presented at various conferences. He currently serves as co-advisor for the UT Investment Club and secretary for Beta Gamma Sigma. He is a member of EFA, FMA, MFA, SFA and SWFA. He is also a member of Omicron Delta Epsilon, the international economics honor society.</i></p>	<p>Title: INTERNAL LABOR MARKET HOMOGENEITY AND CEO SUCCESSION: EVIDENCE FROM S&P 1500</p> <p>Citation: Li, Xin and Tan, Tih Koon. (2015) <i>Journal of International Business and Economics, Forthcoming.</i></p> <p>Objective: The purpose of this study is to evaluate relationship between the internal labor market and its effects on Chief Executive Officer (CEO) succession using companies from the Standard and Poors (S&P) 1500 between 1996 and 2006.</p> <p>Background: CEO turnover creates a huge “tidal wave” to the business world and draws a great deal of attention in organizational research. One stream of research focuses on executive succession. While many studies focused on the human capital (the internal candidate is favored over the outsider because internal candidates usually possess firm-specific knowledge and relationships) explanation, few have used Tournament theory (competition induces the executives to work hard in order to achieve the “prize”) on that.</p> <p>Methods: Using the Herfindahl-Hirschman Index (HHI) as a base, we develop a new measure of internal labor market concentration, Heterogeneity Index (HI), and use it to test its relationship with CEO succession with two hypotheses.</p> <p>Results: The likelihood of selecting an internal candidate as the CEO is higher in a more homogeneous internal labor market. In addition, the increase in compensation following the appointment to CEO is higher in a more homogeneous internal labor market.</p> <p>Conclusion: Results from this study are consistent with Tournament theory and our HI may be a good representation for internal labor market competition.</p> <p>Implications for Practice: In the CEO selection process, it is also</p>

11:30 - 11:45

Robert McMurrian specializes in personal selling, sales management, organizational behavior, business ethics and customer value. In addition to his teaching duties, he serves as co-director of the College of Business' Center for Ethics. McMurrian has consulted with Tampa Bay organizations in developing and implementing ethical and legal compliance systems. He also has done presentations on the role of ethics in business today for several organizations. His research interests include relationship selling, sales management, business-to-business marketing and customer's perceptions of value. In addition to presentations and publications in conferences, journals he has published in include the Journal of Applied Psychology, the Journal of Marketing, Advances in Business Marketing and Purchasing, Psychology and Marketing, and in the Journal of Brand Management.

important to focus on the intensity of the internal labor market, a.k.a. top management team (TMT).

Title: SEGA Corporation: The Dream and the Plan to Rise Above.

Citation: Eres, Ben; McMurrian, Robert; Matulich, Erika; Budd, Nathan. (2014). *Journal of Business Cases and Applications*, Vol (11).

Objective: This competitive marketing strategy case discusses the history of Sega Corporation, once a leader in the global videogame industry, and the company's strategic planning after the failed launch of the Sega Saturn, which caused a dramatic drop in its market share. Readers should understand that in markets with such heavy competition, it is easy for firms to rise and fall quickly.

Background: The 1990s saw extreme growth issues, or growing pains, for many established companies in the video game console industry. No other company exemplifies this as much as the Sega Corporation. During the rise of the fourth generation of videogame consoles, an intense rivalry rose between two juggernauts that had made names for themselves in the videogame industry: Sega Corporation (Sega) and Nintendo Co., Ltd. (Nintendo). By the late 1990s, major electronic companies took notice to this booming industry and decided to throw their weight behind electronic entertainment and engage the competition, most notably Sony Computer Entertainment and Microsoft.

Methods: As fifth generation consoles came to market with better technologies, the Sega entrant to surpass its successful Genesis console was the Sega Saturn, which was a dismal failure due to new competitors with advanced features, and Sega deciding to target a more adult market with its console. Sixth generation consoles were expected to be "interactive media" along with interactive TV, CD-ROMs, the Internet and virtual reality. This new market offers countless opportunities, so (ect) (1)]TJ a.6 (i)-4.6

*management, management
and organizational
development, strategic and
tactical planning, and
enhancing organizational
effectiveness.*

*Simendinger is the author of
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<i>industries.</i>	
Noon-1 p.m.	Lunch