

Proceedings of
the 33rd International Business Information Management Association Conference
(IBIMA)

10-11 April 2019
Granada, Spain

ISBN: 978-0-9998551-2-6

Education Excellence and Innovation Management through Vision 2020

Editor

Khalid S. Soliman

International Business Information Management Association (IBIMA)

Copyright 2019

Conference Chair

Khalid S. Soliman, International Business Information Management Association, USA

Special Track Chair

Beata Ślusarczyk

Czestochowa University of Technology, Faculty of Management, Poland
North-West University, Faculty of Economic Sciences and IT, South Africa

Natanya Meyer

Czestochowa University of Technology, Faculty of Management, Poland

Conference Advisory Committee

John F. Affisco, Hofstra University, USA
Abdul Rahman Ahmad, Universiti Tun Hussein Onn Malaysia, Malaysia
Omar Al-Azzam, University of Minnesota Crookston, USA
Hesham H. Ali, University of Nebraska at Omaha, USA
Ahmed Azam, DeVry University, USA
Najiba Benabess, Millikin University, USA
Az-Eddine Bennani, Reims Management School, France
Emil Boasson, Central Michigan University, USA
Regina Connolly, Dublin City University, Ireland
Rene Leveaux, University of Technology, Sydney, Australia
Susana de Juana Espinosa, Universidad de Alicante, Spain
Xiuzhen Feng, Beijing University of Technology, China
Mohammad Ayub Khan, Tecnológico de Monterrey, Mexico
Sherif Kamel, The American University in Cairo, Egypt
Najib Saylani, Florida State College at Jacksonville, USA
Magdy Serour, InContext Solutions, Australia
Amine Nehari Talet, King Fahd University of Petroleum & Mineral, KSA
Abraham G. van der Vyver, Monash University, South Africa

Program Committee

Jarosław Górecki, UTP University of Science and Technology, Poland
Sergei Smirnov, St-Petersburg State University, Russia
Wahiba Ben Abdesslem, High Institute of Management, Tunisia
Muhammad Umair Javaid, Lahore Garrison University, Pakistan
Paulino Silva, ISCAP - IPP, Portugal
Miroslaw Moroz, Wroclaw University of Economics, Poland
Azzam Jamil Falah Al- Riffaee, University of Jordan, Jordan
Alexandru – Ilie Buzatu, Academy of Economic Studies Bucharest, Romania
Susana Silva, School of Hospitality and Tourism – P.Porto, Portugal
Tung-Liang Chen, Chung-Hua University, Taiwan, R.O.C.
Mehdia Raissouni, Abdelmalek Essaâdi University, Morocco

Mohsen Mhadhbi, University of Tunis, Tunisia
Achugamonu Bede Uzoma, Covenant University, Nigeria
Irina Vitalevna Smirnova, South Ural State University, Russia
Joshua Chukwuere, North-West University, South Africa
Ridouane Tachicart, Mohammed V University in Rabat, Morocco
Isibor Areghan, Covenant University, Nigeria
Folasade Bosedede Adegboye, Covenant University, Nigeria
Siti Noorsuriani Maon, Universiti Teknologi MARA, Malaysia
Ummu Kolsome Farouk, Universiti Tunku Abdul Rahman, Malaysia
Girjanauth Boodraj, University of Technology, Jamaica
Maria Eggink, University of Mpumalanga, South Africa
Nicoleta Dospinescu, Alexandru Ioan Cuza University, Romania
David Cabedo, Universitat Jaume I, Spain
Dhafer Thabet, University of Hail, KSA
Dean Učkar, Juraj Dobrila University of Pula, Croatia
Ruswiati Suryasaputra, Universitas Wijaya Kusuma Surabaya, Indonesia
Łukasz Wróblewski, WSB University, Poland
Marta Starostka-Patyk, Czestochowa University of Technology, Poland
Andrii Galkin, O. M. Beketov National University of Urban Economy in Kharkiv, Ukraine
Katarzyna Liczmańska-Kopcewicz, Nicolaus Copernicus University in Torun, Poland
Khaoula Akdim, University of Zaragoza, Spain
Nooraslinda Abdul Aris, Universiti Teknologi MARA (UiTM), Malaysia
Enrique González, University of La Laguna, Spain
Ali Saleh Ahmed Alarussi, Xiamen University Malaysia, Malaysia
Luis Amaral, Universidade do Minho, Portugal
Monica Boldea, West University of Timisoara, Romania
Kamran Naeem, Harbin Institute of Technology, China
Eva Malichova, University of Zilina, Slovakia
Nasina Mat Desa, Universiti Sains Malaysia, Malaysia
Lucia Morosan-Danila, Ștefan cel Mare University of Suceava, Romania
Rashmi Gujrati, KC Group of Institutions (Affiliated: Punjab Technical University), India
Dagmar Weberova, Tomas Bata University in Zlin, Czech Republic
Noor'ain Mohamad Yunus, Universti Teknologi MARA, Malaysia
Camelia Delcea, Bucharest University of Economic Studies, Romania
Simona Nicolae, Politehnica University of Bucharest, Romania
Djula Borozan, Josip Juraj Strossmayer University of Osijek, Faculty of Economics in Osijek, Croatia
Shamima Raihan Manzoor, Multimedia University, Malaysia
Eva Cristina Petiz de Freitas Lousã, Polytechnic Institute of Porto, Portugal
Peong Kwee Kim, Multimedia University, Malaysia
Iulian Furdu, Vasile Alecsandri University of Bacău, Romania
Emeka Okereke, University of Port Harcourt, Nigeria
Abdel K Halabi, Federation University Australia, Australia
Siti Rohaida Mohamed Zainal, Universiti Sains Malaysia, Malaysia
Norshimah Abdul Rahman, University Technology MARA, Malaysia
Andrea Valachová, University of Economics in Bratislava, Slovakia
Blazenka Knezevic, University of Zagreb, Croatia
Alina Irina Balan, Auto Dalin Serv SRL, Romania
Patrik Pucer, University of Primorska, Slovenia
Julia Lysenko, Financial University under the Government of the Ural Branch, Russia
Ramona Orăștean, Lucian Blaga University of Sibiu, Romania
Andrea Lučić, Faculty of Economics and Business, Croatia
Georgeta Soava, University of Craiova, Romania
Georgiana-Raluca Lădaru, Bucharest University of Economic Studies, Faculty of Agro-Food and Environmental Economics, Romania
Andreea Claudia Șerban, The Bucharest University of Economic Studies, Romania

Anna Lemańska-Majdzik, Czestochowa University of Technology, Faculty of Management, Poland
Corina M. Radulescu, Technical University of Cluj Napoca, Romania
Agatha Popescu, University of Agricultural Sciences and Veterinary Medicine of Bucharest, Romania
Hishamuddin Mohd Ali, Universiti Teknologi Malaysia, Malaysia
Alžbeta Kucharčíková, University of Žilina, Slovakia
Eva W.L. Lim, UCSI University, Malaysia
Damjan Vavpotic, University of Ljubljana, Slovenia
Sandro Serpa, University of the Azores, Portugal
Oldřich Horák, University of Pardubice, Czech Republic
Mohd Shamsuri Md Saad, Universiti Teknikal Malaysia Melaka, Malaysia
Manique Cooray, Multimedia University, Malaysia
Rohail Hassan, Universiti Teknologi PETRONAS (UTP), Malaysia
Masyagin Vasili, Omsk State Technical University, Russia
Sofia Kalyazina, SPbPU, Russia
Wan Fauziah Wan Yusoff, Universiti Tun Hussein Onn Malaysia, Malaysia
Aleksandra V. Loginova, Peter the Great St. Petersburg Polytechnic University, Russia
Carlos Flavian, University of Zaragoza, Spain
Valeriy V. Smirnov, Chuvash State University name I.N. Ulyanov, Russia
Natalia Azarenko, Bryansk State Engineering and Technology University, Russia
Aleksei M. Gintciak, Peter the Great St. Petersburg Polytechnic University, Russia
João Paulo Pereira de Sousa, Polytechnic Institute of Bragança - IPB, Portugal
Mirela Ionela Aceleanu, The Bucharest University of Economic Studies, Romania
Viktor A. Sedov, Maritime State University named after G.I. Nevelskoy, Russia
Nelly A. Sedova, Maritime State University named after G.I. Nevelskoy, Russia
Ivana Barišić, University of Zagreb, Faculty of Economics and Business, Croatia
Elena A. Iakovleva, Saint-Petersburg State University of Economics, Russia
Samira Khouliji, UAE, Morocco
Kirill Sorokozherdyev, Peter the Great St. Petersburg Polytechnic University, Russia
Valery Abramov, Russian State Hydrometeorological University, Russia
Vitaliy Mikhailovich Babushkin, KNRTU-KAI, Russia
Kalaiselvi Rethinam, AIMST University, Malaysia
Olga Stoianova, Saint Petersburg State University, Russia
Aleksei Makarov, Peter the Great St. Petersburg Polytechnic University (SPbPU), Russia
I. A. Krasnyuk, Saint Petersburg Polytechnic University Peter the Great Saint-Petersburg, Russia
Arif Singapurwoko, Universitas Islam Indonesia, Indonesia
Emi Normalina Omar, Universiti Teknologi MARA (UiTM), Malaysia
Victoria Ivanova, St Petersburg State University, Russia
Larisa Yu. Ovsyanitskaya, International Institute of Design and Service; Financial University under the Government of the Russian Federation, Ural Branch, Russia
Ana Novak, University of Zagreb, Croatia
Dmitry A. Artemenko, Southern Federal University, Russia
Imran Ali, King Abdulaziz University, KSA
Noorul Azwin Md Nasir, University Malaysia Kelantan, Malaysia
Ricardo Correia, IPB, Portugal
Irina Bystrenina, Russian State Agrarian University – Moscow Timiryazev Agricultural Academy, Russia
Alexander Kuntsman, Saint Petersburg State University, Russia
Tatiana Lezina, St. Petersburg State University, Russia
Elena Lysenko, Ural Federal University named after the First President of Russia B.N. Yeltsin, Russia
Valery Maslennikov, Plekhanov Russian University of Economics, Russia
Lev Kazakovtsev, Reshetnev University, Russia
Yong Chen Chen, University of Malaya, Malaysia
Lourdes Canós-Darós, Universitat Politècnica de València, Spain
Felix Sadyrbaev, Institute of Mathematics and Computer Science, University of Latvia, Latvia
Ionel-Bujorel Păvăloiu, Politehnica University of Bucharest, Romania
Mohammad Ahmed, Virtual University of Pakistan, Pakistan

Victor S. Voronov, St. Petersburg State University of Economics, Russia
Nor Hazleza Mohamad, Multimedia University, Malaysia
Eugenia Iancu, Ștefan cel Mare University of Suceava, Romania
Elena V. Butsenko, Ural State University of Economics, Russia
Daniela Cristina Momete, University Politehnica of Bucharest, Romania
Gabriela Prostean, Politehnica of Timisoara, Romania
Tatyana Anatolievna Fedorchenko, Kursk Constituent of Financial University Under the Government of the Russian Federation, Russia
Nilakshi W K Galahitiyawwe, Postgraduate Institute of Management, University of Sri Jayewardenepura, Sri Lanka
Armand Kasztelan, University of Life Sciences in Lublin, Poland
Mostafa Abakouy, Université Abdelmalek Essaâdi, Morocco
Lucia Kočišová, Comenius University in Bratislava, Slovakia
Mikhail Polevshchikov, Mari State University, Russia
Marina Viktorovna Savelyeva, Reshetnev Siberian State University of Science and Technology, Russia
Ambar Yoganingrum, Indonesian Institute of Sciences, Indonesia
Viktorija Špilova, Daugavpils University, Latvia
Alena Fedorova, Ural Federal University, Russia
Victoria Viaznikova, Mary State University, Russia
Ricardo De la Hoz Lara, Universidad Libre, Colombia
Dmitrii Tikhonov, Peter The Great Saint-Petersburg Polytechnic University, Russia
Elena Mayorova, Plekhanov Russian University of Economics, Russia
Teodora Mihaela Iconomescu, "Dunarea de Jos" University of Galati, Romania
Elewechi Okike, International Centre for Research in Accountability & Governance, UK
Abiola Babajide, Covenant University, Nigeria
Ainon Ramli, Universiti Malaysia Kelantan, Malaysia
Svetlana Evseeva, Peter the Great St. Petersburg Polytechnic University, Russia
Radu. D. Stanciu, Politehnica University of Bucharest, Romania
Olga Nikilaevna Kalacheva, Plekhanov Russian University of Economics, Russia
Sandeep Kumar, Tecnia Institute of Advanced Studies, Affiliated to GGSIP University, New Delhi, India
Isabel Ferreira, Polytechnic Institute of Cávado and Ave (IPCA), Portugal
Paolo Renna, Università degli Studi della Basilicata, Italy
Latifa Fertat, Mohammed V University, Morocco
Heru Kurnianto Tjahjono, Universitas Muhammadiyah Yogyakarta, Indonesia
Zuliani Dalimunthe, Universitas Indonesia, Indonesia
James Oladele S, Covenant University, Nigeria
Umara Noreen, Prince Sultan University, KSA
Dan Dumitriu, University Politehnica of Bucharest, Romania
Irina Maltseva, Southwest State University, Russia
Norzalita Aziz, UKM (National University of Malaysia), Malaysia
Saparuddin Mukhtar, Universitas Negeri Jakarta, Indonesia
Salmane Bourekkadi, ARSED-UIT, Morocco
Raluca-Giorgiana Chivu, The Bucharest University of Economic Studies, Romania
Nik Hazimah Nik Mat, Universiti Malaysia Terengganu, Malaysia
Anastasia Kurilova, Togliatti State University, Russia
Mirona Ana-Maria Popescu, Politehnica University of Bucharest, Romania
Polina S. Pogorelaia, Peter the Great St. Petersburg Polytechnic University, Russia
Lotfi Gammoudi, Jazan University, KSA
Elena Hlaciuc, Stefan Cel Mare Suceava, Romania
Vincent Oh, Multimedia University, Malaysia
Viktoria Anatolievna Degtereva, Peter the Great St. Petersburg Polytechnic University, Russia
Fayez Ahmad Fayez Albadri, Middle East University, Jordan
Grace Evbuomwan, Augustine University, Nigeria
Uturestantix, Cenderawasih University, Indonesia
António Eduardo Martins, Universidade Aberta, Portugal

Maria do Céu Alves, University of Beira Interior, Portugal
Fathyah Hashim, Universiti Sains Malaysia, Malaysia
Noorliza Karia, Universiti Sains Malaysia, Malaysia
Eduardo Nicolás Cueto Fuentes, Corporación Universitaria Minuto de Dios, Colombia
Tatiana Olegovna Dyukina, St. Petersburg State University, Russia
Katarina Tomičić-Pupek, University of Zagreb, Faculty of Organization and Informatics, Croatia
Rusman Alimin, Universitas Sulawesi Barat, Indonesia
Dmitrijs Finaskins, University of Economics and Culture, Latvia
Lamyaa El Bassiti, Mohammed V University in Rabat, Morocco
Ioana Julieta Josan, University of Bucharest, Romania
Khairunesa Isa, Universiti Tun Hussein Onn, Malaysia
Jose Fernando Larios Meoño, Universidad San Ignacio de Loyola, Peru
Tatiana Dauxert, Pantheon-Sorbonne University, France
Cătălina Radu, The Bucharest University of Economic Studies, Romania
Anastasiya Kopytova, Tomsk State Pedagogical University, Russia
Chiraz El Hog, University Sousse/Sfax, Tunisia
Adam Pawliczek, Moravian Business College Olomouc (MBCO), Czech Republic
Ivana Načinović Braje, University of Zagreb, Faculty of Economics & Business, Croatia
Norizan Binti Anwar, Universiti Teknologi MARA, Malaysia
Tiganoaia Bogdan, Politehnica University of Bucharest, Romania
Mokeddem Allal, University of Algiers 3, Algeria
Femina Syed, Alliance University, India
Amal Trifa, National School of Computer Sciences ENSI, Tunisia
Iana Salikhova, St. Petersburg State University of Economics, Russia
Fabrizio Amarilli, Politecnico Di Milano, Italy
António José Gonçalves Fernandes, Instituto Politécnico de Bragança, Portugal
Kateryna Sehida, V.N. Karazin Kharkiv National University, Ukraine
John Fredy Escobar Gómez, University Corporation God's Minute, Colombia
Hafida Bouziane-Chouarfia, Université des Sciences et de la Technologie d'Oran Mohamed Boudiaf
USTOMB, Algeria
Laura Martinez-Buelvas, Universidad Tecnológica de Bolívar, Colombia
Mercy Ejovwokeoghene Ogbari, Covenant University, CanaanLand Ota, Ogun State, Nigeria
Zuzana Kirchmayer, Comenius University in Bratislava, Slovakia
Gheorghe Donca, University of Oradea, Romania
Maria Ciurea, University of Petrosani, Romania
Michal Biernacki, Wrocław University of Economics, Poland
Olga Konnikova, Saint-Petersburg State University of Economics, Russia
Jaya Ganesan, Multimedia University, Malaysia
Tetyana Calinescu, National Aerospace University "Kharkiv Aviation Institute", Ukraine
Alina Marcuta, USAMV Bucharest, Romania
Husam Rjoub, Cyprus International University, North Cyprus
Pedro Nuñez-cacho Utrilla, Jaen University, Spain
Cristian Marinaş, The Bucharest University of Economic Studies, Romania
Karim Bouzoubaa, Mohammed V University in Rabat, Morocco
Sanaa El Fkihi, ENSIAS, Mohammed V University, Morocco
Ana Pinto Borges, ISAG – European Business School, Portugal
Marius Daraban, Lucian Blaga University of Sibiu, Romania
Anetta Pukas, Wrocław University of Economics, Poland
Elvira Pacheco Vieira, Instituto Superior de Administração e Gestão, Portugal
Michal Paták, University of Pardubice, Czech Republic
Eva Benková, The University of Prešov in Prešov, Slovakia
Katarzyna Grondys, Czestochowa University of Czestochowa, Poland
Judit Oláh, University of Debrecen, Hungary
Katarzyna Mizera, WSB University in Wrocław, Poland
Paula Bajdor, Czestochowa University of Technology, Poland

Sebastian Kot, Czestochowa University of Technology, Poland
Klaudia Smolaż, Czestochowa University of Technology, Poland
Beata Ślusarczyk, North-West University, South Africa
Joanna Wiśniewska, University of Szczecin, Poland
Hana Stverkova, VŠB – Technical University Ostrava, Czech Republic
Paula Pyplacz, Czestochowa University of Technology, Poland
Mariusz Urbański, Czestochowa University of Technology, Poland
Janusz Sasak, Jagiellonian University, Poland
Khatijah Omar, Universiti Malaysia Terengganu (UMT), Malaysia
Anna Hamranová, University of Economics in Bratislava, Slovakia
Manaf Mowafaq Al-Okaily, Universiti Malaysia Terengganu, Malaysia
Adela Coman, University of Bucharest, Romania
Svetlana Zenchenko, North-Caucasus Federal University, Russia
Dmitry Alexandrovich Chepakov, Saint Petersburg State University of Economics, Russia
Pedro Neves Rito, Polytechnic Institute of Viseu, Portugal
Maria Isabel Barreiro Ribeiro, Instituto Politécnico de Bragança, Portugal
Jana Kliestikova, University of Zilina, Slovakia
Mihaela Cristina Vlad, ICEADR – Bucharest, Romania
Shaizatulaqma Kamalul Ariffin, Universiti Sains Malaysia, Malaysia
António Carvalho, Polytechnic Institute of Bragança, Portugal
Gioconda Mele, University of Salento, Dept. Engineering for Innovation, Italy
Nour El Houda Ben Amor, King Saud University, KSA
Sónia Paula da Silva Nogueira, Polytechnic Institute of Bragança (IPB), Portugal
Liudmyla Kliuchko, V.N. Karazin Kharkiv National University, Ukraine
Jessica Sze Yin Ho, Sunway University Business School, Malaysia
Osibanjo Omotayo Adewale, Covenant University, Nigeria
Frederico Branco, University of Trás-os-Montes e Alto Douro, Portugal
Elena Mihaela Iliescu, "Nicolae Titulescu" University of Bucharest, Romania
Ogunrinola Ifeoluwa Israel, Covenant University, Nigeria
Georgiana Armenita Arghiroiu, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania
Gheorghe Militaru, Politehnica University of Bucharest, Romania
Sanaa Boukhari, Mohammed V University, Morocco
Ishak Ramli, Universiti Teknologi MARA, Perak Branch, Seri Iskandar Campus, Malaysia
Intan Soraya Rosdi, Multimedia University, Cyberjaya Campus, Malaysia
Victor Kovalev, Ural State University of Economics, Russia
Tatiana Karandaeva, Mari State University, Russia
Katarzyna Grzybowska, Poznan University of Technology, Poland
Omar Bin Musa, Unitar International University, Malaysia
Skhvediani Angi Erastievich, Peter the Great St.Petersburg Polytechnic University, Russia
Ivona Stoica, "Dimitrie Cantemir" Christian University, Romania
Maher Toukabri, Northern Border University, KSA
Ekaterina Mochalina, Plekhanov Russian University of Economics, Russia
Tatyana Viktorovna Morozova, Plekhanov Russian University of Economics, Russia
Tatapudi Gopikrishna Vasista, Mizan-Tepi University, Ethiopia
Erin Olayinka Adedayo, Covenant University, Nigeria
Anna Tanina, Peter the Great St. Petersburg Polytechnic University (SPbPU), Russia
Dora Cristina Moreira Martins, ISCAP – P. Porto, Portugal
Miloš Hitka, Technical University in Zvolen, Slovakia
Ana Aleksić, Faculty of Economics and Business, University of Zagreb, Croatia
Aw Yoke Cheng, UNITAR International University, Malaysia
Nicoleta Georgeta Bugnar, University of Oradea, Romania
Liana-Eugenia Mester, University of Oradea, Romania
Mircea Georgescu, "Al. I. Cuza" University of Iasi, Romania
M. Ekhlaque Ahmed, Institute of Business Management, Pakistan

Anabela Oliveira da Silva Fragata, Instituto Politécnico de Viseu, Portugal
Anca Gabriela Ilie, Bucharest University of Economic Studies, Faculty of International Business and Economics, Romania
Viviana Meirinhos, Polytechnic Institute of Porto, Portugal
Pavla Říhová, University of West Bohemia in Pilsen, Czech Republic
Evgenii A. Konnikov, Peter the Great St.Petersburg Polytechnic University, Russia
Norizan Mohd Kassim, University of Nizwa, Oman
Cristina Iovu, Bucharest Academy of Economic Sciences, Romania
Alena Buchalceva, University of Economics, Prague, Czech Republic
Bodislav Dumitru Alexandru, Bucharest University of Economic Studies, Romania
Benoit Mougenot, Universidad San Ignacio de Loyola, Peru
Tatjana Vasiljeva, RISEBA University, Latvia
Andreea-Mihaela Barbu, The Bucharest University of Economic Studies, Romania
Nataliia Gennadievna Fersman, Peter the Great St. Petersburg Polytechnic University, Russia
Gabriela Moise, Petroleum-Gas University of Ploiesti, Romania
Elena Širá, Faculty of Management, University of Prešov, Slovakia
Sabina Irimie, University of Petrosani, Romania
Nicoleta Acomi, Constanta Maritime University, Romania
Adela Laura Popa, University of Oradea, Romania
Azizah Omar, Universiti Sains Malaysia, Malaysia
Ionela Mituko Vlad, UASVM of Bucharest, Romania
Chiraz Ghribi Besbes, Univesity of Sfax, Tunisia
Stanislav Mitrovic, University of Novi Sad, Serbia
Irina Zaychenko, Peter the Great Saint-Petersburg Polytechnic University, Russia
Aurelia Balan, The University of Agronomic Sciences and Veterinary Medicine Bucharest, Romania
Ardak Turginbayeva, Al-Farabi Kazakh National University, Kazakhstan
Cristina Mohora, Politehnica University of Bucharest, Romania
Larysa Novak-Kalyayeva, Lviv Regional Institute, Ukraine
Irina Y. Shpolianskaya, Rostov State University of Economics, Russia
Andrey Sergeevich Shevyakin, South-West State University, Russia
Martina Dragija Kostić, University of Zagreb, Faculty of Economics and Business, Croatia
Orlando Lima Rua, Polytechnic of Porto/ISCAP, Portugal
Poorna Prabhat Sunkara, Andhra Loyola College, India
Mihaela-Carmen Muntean, "Dunarea de Jos" University of Galați, Romania
Hanane Ellioua, Hassan I University, Morocco
Jan Tluchor, University of West Bohemia, Czech Republic
José Luís Pereira, University of Minho, Portugal
Blajina Ovidiu, Politehnica University of Bucharest, Romania
Luis Silva Rodrigues, ISCAP/Politécnico do Porto, Portugal
Kristina Afrić Rakitovac, Juraj Dobrila University of Pula, Croatia
Kamal Abou El Jaouad, National School of Commerce and Management of Casablanca - University Hassan 2 , Morocco
Janusz Wielki, Opole University of Technology, Poland
Katarína Rentková, Comenius University in Bratislava, Faculty of Management, Slovakia
Ionela Carmen Pirnea, Bucharest University of Economic Studies, Romania
Veit Köppen, Otto-von-Guericke University, Germany
Fadoua Laghzaoui, Abdelmalek Essaâdi University, Morocco
Tatyana Maximova, ITMO, Russia
Cristina Alpopi, The Bucharest University of Economic Studies, Romania
Sock Lee Ching, Universiti Sains Malaysia, Malaysia
Elena Bogan, University of Bucharest, Faculty of Geography, Romania
Laurencia S. Krismadewi, University of Economics, Prague, Czechia
Yosra Essid Hamas, Effat University, KSA
Dorina Nicoleta Mocuta, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania

Olga S. Stepchenkova, International Banking Institute, Russia
Olga Koropets, Ural State Economic University, Russia
Andreea Elena Matic, 'Dunarea de Jos' University Galati, Romania
Stefania Cristina Mirica, "Dunarea de Jos" University of Galati, Romania
Antonina Pronina, Surgut State University of the Khanty-Mansiysk Autonomous Okrug - Ugra, Russia
Olga Alekseevna Bykanova, Plekhanov Russian University of Economics, Russia
Olga Mikhailovna Karpova, Ural Federal University, Russia
Sergey Matveev, Voronezh State University of Forestry and Technologies named after G.F. Morozov, Russia
Ecaterina Daniela Zeca, "Dunarea de Jos" University of Galati, Romania
Blanka Bazsova, VŠB-Technical University of Ostrava, Czech Republic
Folakemi Ohunakin, Covenant University, Nigeria
Ana Iolanda Voda, Alexandru Ioan Cuza University, Romania
Eva Lukášková, Tomas Bata University, Czech Republic
Beatrice Leustean, Politehnica University of Bucharest, Romania
Svetlana N. Karelskaia, Saint-Petersburg State University, Russia
Kornilova Lyudmila Mikhailovna, Chuvash State Agricultural Academy, Russia
Maslin Masrom, Universiti Teknologi Malaysia, Malaysia
Ekaterina Avduevskaia, Peter the Great St. Petersburg Polytechnic University (SPbPU), Russia
Sena Okuboyejo, Covenant University, Nigeria
Paula Odete Fernandes, Polytechnic Institute of Bragança (IPB); UNIAG, Portugal
Marina Fađoš, Comenius University in Bratislava, Faculty of Management, Slovakia
Simona Činčalová, College of Polytechnics Jihlava, Czech Republic
František Korček, University of Economics in Bratislava, Slovakia
Dana Corina Deselnicu, Politehnica of Bucharest, Romania
Nicoleta Daniela Ignat, Politehnica University of Bucharest, Romania
Isaias Scalabrin Bianchi, Federal University of Santa Catarina, Brazil
Amalia Venera Todorut, „Constantin Brancusi” University of Targu-Jiu, Romania
Mariya Plakhotnikova, South-West state University, Russia
Tamara V. Mescheryakova, Siberian State Medical University, Russia
Mirjana Hladika, Faculty of Economics and Business, University of Zagreb, Croatia
Aurelia Ioana Chereji, University of Oradea, Faculty of Environmental Protection, Romania
Nikolina Dečman, Faculty of Economics & Business, University of Zagreb, Croatia
Alina Ginghină, University of Bucharest, Romania
Angi Erastievich Skhvediani, Peter the Great St. Petersburg Polytechnic University, Russia
Liudmyla Niemets, V. N. Karazin Kharkiv National University, Ukraine
Sergey I. Shanygin, St. Petersburg State University, Russia
Malika Haoucha, Hassan II University of Casablanca, Morocco
Goh Choon Yih, Multimedia University, Malaysia
Anna Dolinskaia, South Ural State University, Russia
Elena S. Gavrilyuk, Saint Petersburg National Research University of Information Technologies, Mechanics and Optics, Russia
Joanna Radomska, Wroclaw University of Economics, Poland
A. Merkulov, Central Russian Institute of Management, Branch of RANEP, Russia
Oksana Yuldasheva, Saint-Petersburg State University of Economics, Russia
Amélia Cristina Ferreira da Silva, Polytechnic Institute of Porto, Portugal
Marlene Silva, Polytechnic Institute of Porto - Higher Institute of Accounting and Administration of Porto – Center for Organisational and Social Studies, Portugal
Diana Panait-Ioncică, The Bucharest University of Economic Studies, Romania
Martha Claudia Rodríguez Villalobos, Universidad de Monterrey, México
Tijani Amara, University of Gafsa, Tunisia
Teresa Dieguez, IPCA & IPP, Portugal
Jumadil Saputra, Universiti Malaysia Terengganu, Malaysia
Tamara Selentyeva, Peter the Great St. Petersburg Polytechnic University, Russia
Ekaterina Zuga, Saint-Petersburg State University, Russia

Tatyana Strekaleva, Reshetnev Siberian State University of Science and Technologies, Russia
Hezlina binti Mohd Hashim, Universiti Teknologi PETRONAS, Malaysia
Emese Tokarčíková, University of Zilina, Slovakia
Yana Radyukova, Tambov State University named after G.R. Derzhavina, Russia
Nataliia Orlova, Kyiv National University of Trade and Economics, Ukraine
Katarzyna Hys, Opole University of Technology, Poland
Anastasiia Dalibozhko, Tomsk State University, Russia
Beata Sofrankova, University of Presov, Faculty of Management, Slovakia
María Lucelly Urrego Marín, Corporación Universitaria Minuto de Dios – UNIMINUTO, Colombia
Silvia Muhcina, Ovidius University of Constanta, Romania
Artem A. Golovin, Southwest State University, Russia
Anca Vasilescu, Transilvania University of Brasov, Romania
Camelia-Daniela Hategan, West University of Timisoara, Romania
Jolanta Baran, Silesian University of Technology, Poland
Ooi Chee Keong, Universiti Tunku Abdul Rahman, Malaysia
Abdullah Al Mamun Sarwar, Multimedia University, Cyberjaya, Malaysia
Rashit Sh. Zakirov, SUSU, Russia
Viorela Beatrice Iacovoiu, Oil and Gas University of Ploiesti, Romania
Marina Ryzhkova, Tomsk State University, Tomsk Polytechnic University, Russia
Luis Nobre Pereira, University of Algarve, Portugal
Feliz Gouveia, University Fernando Pessoa, Portugal
Ana Ježovita, University of Zagreb, Faculty of Economics & Business, Croatia
Mohd Syuhaidi Abu Bakar, Universiti Teknologi Mara (UiTM), Malaysia
Dmitry Verzilin, Lesgaft University, SPIIRAS, Russia
Nermin Khalifa, AAST, Egypt
Elisabete da Anunciação Paulo Morais, Instituto Politécnico de Bragança, Portugal
Yaseen Ahmed Meenai, IBA Karachi, Pakistan
Katarzyna Świerszcz, Military University of Technology in Warsaw, Poland
Gabriela Gheorghiu, “Ovidius” University of Constanta, Romania
Cristina Leovaridis, National University of Political Studies and Public Administration, Bucharest, Romania
Nadezhda A. Lvova, Saint Petersburg State University, Russia
Bogdan Ćwik, Military University of Technology, Poland
Dan Bodescu, University of Agricultural Sciences and Veterinary Medicine Iași, Romania
Marek Szafraniec, Silesian University of Technology, Poland
Dorin Maier, Technical University of Cluj-Napoca, Romania
Bogolyubov Valery Sergeevich, St. Petersburg state University of Economics, Russia
Alla Abdul Salam Alyamani, Mosul University, Iraq
Olga Vitalievna Zaborovskaia, State Institute of Economics, Finance, Law and Technology, Russia
Tatyana Golovina, Central Russian Institute of Management, Branch of RANEP, Russia
Mohammad Falahat, Universiti Tunku Abdul Rahman (UTAR), Malaysia
Erik Ružić, Juraj Dobrila University of Pula, Croatia
Ugochukwu Moses Urim, Covenant University, Nigeria
GalinaV. Ivankova, Plekhanov Russian University of Economics, Russia
Liudmila A. Guzikova, Peter the Great Saint-Petersburg University, Russia
Corina – Ionela Dumitrescu, Politehnica University of Bucharest, Romania
Jean-Paul Van Belle, University of Cape Town, South Africa
Lukáš Smerek, Matej Bel University in Banská Bystrica, Slovakia
Aleksandra Zygmunt, Opole University of Technology, Poland
Diana-Irinel Băilă, University Politehnica of Bucharest
Marek Vokoun, Institute of Technology and Business, Czechia
Otilia-Maria Bordeianu, Stefan cel Mare University, Suceava, Romania
Cristina Raluca Gh. Popescu, University of Bucharest; The Bucharest University of Economic Studies, Romania
Marius Bulearca, Center for Industry and Services Economics, Romanian Academy, Bucharest, Romania
Elena Agamagomedova, Belgorod State Technological University named after V.G. Shukhov, Russia

Elizaveta A. Gromova, Peter the Great St.Petersburg Polytechnic University, Russia
Anastasii I. Klimin, Peter the Great St.Petersburg Polytechnic University (SPbPU), Russia
Roxana Voicu-Dorobanțu, The Bucharest University of Economic Studies, Romania
Igor Klioutchnikov, International Banking Institute, Russia
Igor Mayburov, Ural Federal University, Russia
Simona Cătălina Ștefan, The Bucharest University of Economic Studies, Romania
Laurentiu Droj, University of Oradea, Romania
Hafizah Rosli, Universiti Teknologi Mara, Malaysia
Anand Thanamit, Peter the Great St. Petersburg Polytechnic University, Russia
Anca Monica Ardeleanu, University of Bucharest, Romania
Rachid Oumlil, ENCG-Agadir -UIZ, Morocco
Chafik Aloulou, University of Sfax, Tunisia
Ines Ben Messaoud, Higher Institute of Management of Gabes, Tunisia
Stephane Bourliataux-Lajoinie, University of Tours, France
Iuliana Raluca Gheorghe, Carol Davila University of Medicine and Pharmacy, Romania
Liudmila Oveshnikova, PLEKHANOV Russian University of Economics, Russia
Ingars Eriņš, Riga Technical University, Latvia
Agnieszka Komor, University of Life Sciences in Lublin, Poland
Violeta Sima, Petroleum-Gas University of Ploiesti, Romania
Rozalia Nistor, "Dunarea de Jos" University of Galati, Romania
Maxim Vlasov, Ural Federal University, Russia
Ivan Darushin, St. Petersburg State University, Russia
Ravil Akhmadeev, Plekhanov Russian University of Economics, Russia
Irina Severin, Politehnica University of Bucharest, Romania
Enrique Rosales Asensio, Universidad de León, Spain
Anna V. Tikhonova, Financial University, Russia
Luís Cavique, Univ. Aberta, Portugal
Carmen Nadia Ciocoiu, The Bucharest University of Economic Studies, Romania
Anton Sorin Gabriel, Alexandru Ioan Cuza University of Iasi, Romania
Ivana Pavić, University of Zagreb, Croatia
Olawole Olanre Fawehinmi, Universiti Malaysia Terengganu, Malaysia
Camelia Slave, University of Agronomic Sciences and Veterinary Medicine Bucharest, Romania
Mário Jorge Dias Lousã, Instituto Superior Politécnico Gaya (ISPGaya), Portugal
Fedorchenko Oleg Ivanovich, Kursk Constituent of Financial University under the Government of the Russian Federation, Russia
Agnieszka Tłuczak, Opole University, Faculty of Economics, Poland
Sarina Ismail, Universiti Malaysia Terengganu, Malaysia
Valentina Sharapova, Ural State University of Economics, Russia
Maran Marimuthu, Universiti Teknologi PETRONAS, Malaysia
Ekaterina V. Orlova, Ufa State Aviation Technical University, Russia
Tomáš Sadílek, University of Economics, Prague, Czech Republic
Andreea Stroe, Nicolae Titulescu University, Romania
Gheorghe Alexandru, Oil and Gas University Ploiesti, Romania
Larisa Ivascu, Politehnica University of Timisoara, Romania
Nora'ayu Ahmad Uzir, University of Edinburgh, UK
Zijiang Yang, York University, Canada
Mihai Caramihai, Politehnica University of Bucharest, Romania
Gheorghe Durac, Alexandru Ioan Cuza University, Romania
Matúš Baráth, Comenius University in Bratislava, Slovakia
Steliana Rodino, ICEADR, Romania
Tamara V. Talanova, Chuvash State University, Russia
Mihaela Păceșilă, Bucharest University of Economic Studies, Romania
Lukas Copus, Comenius University in Bratislava, Slovakia
Igor Lyukevich, Peter the Great Saint- Petersburg Polytechnic University, Russia
Oksana Evseeva, Peter the Great St. Petersburg Polytechnic University, Russia

Elvira Taipova, South Ural State University, Russia
Magdalena Daszkiewicz, Wroclaw University of Economics, Poland
Livia Sangeorzan, Transilvania of Brasov, Romania
Mihai Mieila, Valahia University of Târgoviște, Romania
Arkadiusz Kowalski, Wroclaw University of Science and Technology, Poland
Liliana Manea, Athenaeum University, Romania
Adina Dornean, Alexandru Ioan Cuza University of Iasi, Romania
George-Adrian Muntean, Politehnica University of Timisoara, Romania
Rohana Bt Sham, UCSI University, Malaysia
Arkady Trachuk, Financial University under the Government of the Russian Federation, Russia
Maria Kovacova, University of Zilina, Slovakia
Ragheed Ibrahim Esmaeel, Mosul /Collage of Administration and Economic/ Department of Industrial Management, Iraq
Gabriela Tigu, Bucharest University of Economic Studies, Romania
Anastasiya A. Peshkova, Ural Federal University, Russia
Elena Korchagina, Peter the Great St.Petersburg Polytechnic University, Russia
Laurențiu-Gabriel Talaghir, "Dunărea de Jos" University of Galati, Romania
Athanasios Podaras, Technical University of Liberec, Czech Republic
Claudiu Cicea, Bucharest University of Economic Studies, Romania
Catalin Popescu, Petroleum-Gas University from Ploiesti, Romania
Irina Bilan, Alexandru Ioan Cuza University of Iasi, Romania
Elena Y. Prokhina, Lomonosov Moscow State University, Russia
Radek Doskočil, Brno University of Technology, Faculty of Business and Management, Czech Republic
Natalya Alexandrovna Sokolitsyna, Peter the Great St.Petersburg Polytechnic University (SPbPU), Russia
Adriana Dima, The Bucharest University of Economic Studies, Romania
Ekaterina Y. Stepanova, St. Petersburg State University of Industrial Technologies and Design, Russia
Marie Černá, University of West Bohemia, Czech Republic
Ekaterina Yu. Aleshina, Penza State University, Russia
Stanciu Vasile Miltiade, Spiru Haret University, Romania
Marcin Lipowski, UMCS Lublin, Poland
Tatiana Danescu, University of Medicine, Pharmacy, Sciences and Technology of Târgu Mureș, Romania
Cristina Mioara Buturoaga, The Bucharest University of Economic Study, Romania
Alla Bobyleva, Lomonosov Moscow State University, Russia
Agnieszka Janik, Silesian University of Technology, Poland
Marina V. Ivanova, Peter the Great St.Petersburg Polytechnic University, Russia
Besma Hkiri, Jeddah University, KSA
Petrică Sorin Angheluță, The Bucharest University of Economic Studies, Romania
Martin Petříček, Institute of Hospitality Management, Czech Republic
Waldemar Woźniak, University of Zielona Góra, Poland
Magdalena Kałol, Maria Curie-Skłodowska University in Lublin, Poland
Viktoria Anatolievna Degtereva, St. Petersburg Polytechnic University, Russia
Libuše Svobodová, University of Hradec Králové, Czech Republic
Galina Aleksandrovna Sakhbieva, Samara National Research University, Russia
Sanja Franc, Faculty of Economics and Business, University of Zagreb, Croatia
Larisa Mihoreanu, National Agency of Medicine and Medical Devices Bucharest, Romania
Natalia Viktorovna Valebnikova, Peter the Great St. Petersburg Polytechnic University (SPbPU), Russia
Liudmila Nikolova, Peter the Great St.Petersburg Polytechnic University (SPbPU), Russia
Maria Klevtsova, Southwest State University, Russia
Mikhail Kuvshinov, South Ural State University (National Research University), Russia
Adrian Turek Rahoveanu, UASVM Bucharest, Romania
Ionuț Jianu, Bucharest University of Economic Studies, Romania
Ștefan Cristian Gherghina, Bucharest University of Economic Studies, Romania
Natalia V. Gorodnova, Ural Federal University, Russia
Constanta-Nicoleta Bodea, The Bucharest University of Economic Studies, Romania

Daniela Livia Trașcă, The Bucharest University of Economic Studies, Romania
Mouna Damak Turki, Faculté des sciences de Sfax, Tunisia
Rocsana Bucea-Manea-Țoniș, Spiru Haret University, Romania
Liliia Matraeva, Russian State Social University, Russia
Alfreda Kamińska, Warsaw Management University, Poland
Zahira Moreno Freites, Universidad del Norte, Colombia
Olga Sinenko, Far Eastern Federal University, Russia
Malwina Szczepkowska, Faculty of Economics and Management, University of Szczecin, Poland
Justyna Zygmunt, Opole University of Technology, Poland
Saltanat Kondybayeva Kanapiyaevna, Al-Farabi Kazakh National University, Kazakhstan
Anna Shevyakova, LLP "Rational Solutions", Kazakhstan
Ana Ursu, Research Institute for Agricultural Economics and Rural Development, Romania
Pedro Liberato, Polytechnic Institute of Porto – School of Hospitality and Tourism, Portugal
Natalia Manea, Politehnica University of Bucharest, Romania
Gabriela Fotache, George Bacovia University, Romania
Anna Olszańska, Wrocław University of Economics, Poland
Sofia Elena Colesca, Bucharest University of Economic Studies, Romania
Rizwan Raheem Ahmed, Indus University, Pakistan
Ivan Strugar, University of Zagreb, Croatia
Natalia L. Goncharova, Peter the Great St. Petersburg Polytechnic University, Russia
Rozalia Kicsi, "Ștefan cel Mare" University of Suceava, Romania
Yulia Vertakova, Southwest State University, Russia
Kateryna Tiulkina, Odessa State Academy of Civil Engineering and Architecture, Odessa State Environmental University, Ukraine
Elena G. Kiseleva, Peter the Great St. Petersburg Polytechnic University, Russia
Sabrina O. Sihombing, Universitas Pelita Harapan, Indonesia
Airin Abdul Ghani, Universiti Malaysia Pahang, Malaysia
Shakira Fareed, Institute of Business Management (IoBM), Pakistan
Bulat Mukhamediyev, Kazakh National University, Kazakhstan
José Alejandro Cano, Universidad de Medellín, Colombia
Jeong Chun-Phuoc, Azmi & Associates. External Consultant (Compliance & Regulatory), Malaysia
Ganna Likhonosova, National Aerospace University «Kharkiv Aviation Institute», Ukraine
Viktoriia Koretskaia-Garmash, Ural Federal University named after the first President of Russia B.N. Yeltsin, Russia
Yulia Y. Finogenova, Plekhanov Russian University of Economics, Russia
Norain Ismail, Universiti Teknikal Malaysia Melaka, Malaysia
Oleg E. Kichigin, Peter the Great St. Petersburg Polytechnic University, Russia
Vladimir Plotnikov, St. Petersburg State University of Economics, Russia
Olga Vladimirovna Kalinina, St-Petersburg Polytechnic University, Russia
Natalia Vladimirovna Sharapova, Ural State University of Economics, Russia
Rafailov Mikhail Konstantinovich, Voronezh State Forestry Engineering University Named after G.F. Morozov, Russia
Tatiana Gileva, USATU, Russia
Karpunina Evgeniya, Tambov State University, Russia
Darina Saxunova, Faculty of Management, Comenius University in Bratislava, Slovakia
Alexander Obydenov, Financial University, Russia
Mohd Hadafi Sahdan, Universiti Utara Malaysia, Malaysia
Lubov Afanasjeva, Southwest State University, Kursk, Russia
Natalia Sokolova, Saint-Petersburg State University, Russia
Anna Hnydiuk-Stefan, Opole University of Technology, Poland
Konstantin Shvetsov, Peter the Great St.Petersburg Polytechnic University (SPbPU), Russia
Jolanta Maj, Opole University of Technology, Poland
Mirosław Matusek, Silesian University of Technology, Poland
Dragos Smedescu, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania
Iwona Pisz, Opole University, Poland

Valentina Kravchenko, Peter the Great Polytechnic University, Russia
Sergey Chernogorskiy, Peter the Great St. Petersburg Polytechnic University, Russia
Daniela Matušiková, University of Prešov, Slovakia
Dawuda Alhassan, ASA College, USA
Ana-Maria Ciuhu, Institute of National Economy/National Institute of Statistics, Romania
T. Ramayah, Universiti Sains Malaysia, Malaysia
Yelena Vechkinzova, V. A. Trapeznikov Institute of Control Sciences of Russian Academy of Sciences, Russia
Aleksandra Krajnović, University of Zadar, Croatia
Ioana Ceausu, The Bucharest University of Economic Studies / Humboldt-Universität zu Berlin, Romania
Konstantin Kostin, Saint-Petersburg State University of Economics, Russia
Julia Dubrovskaya, Perm National Research Polytechnic University, Russia
Elena Iadrennikova, Ural Federal University named after the first President of Russia B.N. Yeltsin (UrFU), Russia
Aleksandr Kozlov, Peter the Great St. Petersburg Polytechnic University, Russia
Vera G. Zaretskaya, Financial University under the Government of the Russian Federation, Kursk Branch, Russia
Liviu-Adrian Cotfas, Bucharest University of Economic Studies, Romania
Elena Kolesnichenko, Tambov State University Named after G.R.Dergavin, Russia
Gennadiy Sheptalin, South Ural State University, Russia
Irina V. Kokushkina, Saint-Petersburg State University, Russia
Inna Babenko, Southwest State University, Russia
Cassia Bomer Galvao, Texas A&M University, USA
R H Kuruppuge, University of Peradeniya, Sri Lanka
Vera Vasyaycheva, Samara National Research University, Russia
Mariana Burcea, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania
Valentina N. Rodionova, Voronezh State Technical University, Russia
I. Lukasevich, Financial University under the Government of Russian Federation, Russia
Citra Sukmadilaga, Universitas Padjadjaran, Indonesia
Maxim Vladimirovich Ivanov, Peter the Great St. Petersburg Polytechnic University, Russia
Aizzat Mohd. Nasurdin, Universiti Sains Malaysia, Malaysia
Iryna Mihus, KROK University, Ukraine
Katarína Krpáľková Krelová, University of Economics, Prague, Czech Republic
Anna Ivanova, Voronezh State University of Forestry and Technologies named after G.F. Morozov, Russia
Subadriyah, Universitas Islam Nahdlatul Ulama (UNISNU) Jepara, Indonesia
Alexey Bataev, Peter the Great St. Petersburg Polytechnic University, Russia
Abdul Kadir Othman, Universiti Teknologi MARA Shah Alam, Malaysia
Lukas Valek, University of Hradec Kralove, Czech Republic
N.G. Victorova, Peter the Great Saint-Petersburg Polytechnic University, Russia
Virlanuta Florina Oana, Dunarea de Jos University of Galati, Romania
Kazi Afaq Ahmed, Institute of Business Management (Iobm), Pakistan
Piotr Wittbrodt, Opole University of Technology, Poland
Angela Lee, Sunway University, Malaysia
Ionel Bostan, Stefan cel Mare University, Romania
Muhammad Rafiq, Zhejiang University of Technology, China
Anna Kowalska, Wrocław University of Economics, Poland
František Hortai, Brno University of Technology, Czech Republic
George Ungureanu, University of Agriculture Sciences Iasi-Faculty of Agriculture, Romania
Corina Marinescu, The Bucharest University of Economic Studies, Romania
Alexei Dolzhenko, Rostov State University of Economics, Russia
Okřeǳlicka Małgorzata, Czestochowa University of Technology, Poland
Pasquale Del Vecchio, University of Salento, Italy
Valentina Şuparschii, "Dunărea de Jos" University of Galaţi, Romania
Aristides Dasso, Universidad Nacional de San Luis, Argentina

Aisha Naz, Institute of Business Management, Pakistan
Svetlana Globa, Siberian Federal University, Russia
Gheorghe Lucian, Ovidius University of Constanța, Romania
Cezar Toader, Technical Univ. of Cluj-Napoca, Romania
Michał Szaśiadek, University of Zielona Góra, Poland
Anna Nowak, University of Life Sciences in Lublin, Poland
Mariam Mateen Khan, Institute of Business Management (IoBM), Pakistan
Yulia A. Dubolazova, Peter the Great St. Petersburg Polytechnic University, Russia
Evan Asfoura, Dar Al Uloom University, KSA
Tarek Sadraoui, Université de Monastir, Tunisia
Natalia Pokrovskaja, St Petersburg State University, Russia
Karlis Kreslins, Ventspils University of Applied Sciences, Latvia
Ruxandra Ioana Curea-Pitorac, West University of Timisoara, Romania
Tan Choo-Kim, Multimedia University, Malaysia
Saba Gulzar, Institute of Business Management, Pakistan
Rejaul Abedin, North East University Bangladesh, Bangladesh
Najeh Aissaoui, FSEG Sfax, Tunisia
Taisiia Lazorenko, Igor Sikorsky Kyiv Polytechnic Institute, Ukraine
Nahariah Jaffar, Multimedia University, Malaysia
Suhail Mohammad Ghouse, Dhofar University, Oman
Anna Zarkada, Athens University of Economics and Business, Greece
Irina-Adriana Chiurciu, USAMV Bucharest, Romania
Larisa A. Ismagilova, Ufa State Aviation Technical University, Russia
U. L. T. P. Gunasekare, University of Kelaniya, Sri Lanka
Aslina Baharum, Universiti Malaysia Sabah, Malaysia
Karolina Rybicka, Czestochowa University of Technology, Poland
Muhammad Abaidullah Anwar, Al Ghurair University, UAE
Nibedita Saha, Tomas Bata University in Zlin, University Institute, Czech Republic
Ivica Linderová, College of Polytechnics Jihlava, Czech Republic
Fredrick Dande, Rowan College at Burlington County, USA
Sabina Kubiciel - Lodzińska, Opole University of Technology, Poland
Mariem Gzara, University of Monastir, Tunisia
Olga Loyko, Tomsk Polytechnic University, Russia
Georgiy Greyz, South Urals State University, Russia
Lina Artemenko, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute",
Ukraine
Petr Rehacek, VSB-Technical University of Ostrava, Czech Republic
Maryna Pichugina, Igor Sikorsky Kyiv Polytechnic Institute, Ukraine
Souhir Amri Amamou, IHES, Tunisia
Dalia Susniene, Kaunas University of Technology, Lithuania
Oleg Nikolaevich Petukhov, Tomsk State University of Control Systems and Radioelectronics, Russia
Mabel Komunda, Makerere University Business School, Uganda
Martina Tomičić Furjan, University of Zagreb, Croatia
Ewa Stańczyk-Hugiet, Wroclaw University of Economics, Poland
Suha F. K. Salem, Management and Science University, Malaysia
Maurice Abi Raad, Rabdan Academy, UAE
Emad Bataineh, Zayed University, UAE
Rand Hani Al-Dmour, The University of Jordan, Jordan
Basel M. Al-Eideh, Kuwait University, Kuwait
Dedi Purwana, Universitas Negeri Jakarta, Indonesia
David Borge-Diez, University of León, Spain
Afshan Rauf, University of Wollongong, Australia
Lai Kim Piew, Multimedia University, Malaysia
Luis Héctor Quintero Hernández, University of Guadalajara, México
Muhammad Awais Bhatti, King Faisal University, KSA

Tan Choo Peng, Multimedia University, Malaysia
Ahmed Azam, DeVry University, USA
Irina Avdeeva, Central Russian Institute of Management, Branch of RANEPA, Russia
Yong Jing Yi, INTI International College Penang, Malaysia
Madalina Ecaterina Popescu, The Bucharest University of Economic Studies, Romania
Malgorzata Adamska, Faculty of Economics and Management Opole University of Technology, Poland
Quratulain Ezam, Dow University of Health Sciences, Pakistan
Susan Tee Suan Chin, Multimedia University, Malaysia
Mohammad Ayub Khan, University of Monterrey (UDEM), Mexico
Nicoleta Radneantu, Romanian-American University, Romania
Gina Fintineru, USAMV Bucharest, Romania
Elena Budnik, UFA State Aviation Technical University, Russia
Cristiana Tindeche, University of Agricultural Sciences and Veterinary Medicine Bucharest, Romania
Arkadiusz Piwowar, Wrocław University of Economics, Poland
Dália Filipa Veloso de Azevedo Liberato, Polytechnic of Porto. School of Hospitality and Tourism, Portugal
Muntazir Haider, Institute of Business Management (IoBM), Pakistan
Ayeni Adebajji, Landmark University, Nigeria
Bahjat Fakieh, King Abdulaziz University, KSA
Ding Hooi Ting, Universiti Teknologi PETRONAS, Malaysia
Muhammad Adeel Anjum, Harbin Institute of Technology, China
Wee Yu Ghee, Universiti Malaysia Kelantan, Malaysia
Maha Alkhaffaf, World Islamic Sciences University, Jordan
Abdullah Sani Mad Khir Johari, Universiti Teknologi MARA, Shah Alam, Malaysia
Mohd Razilan Abdul Kadir, UiTM Shah Alam, Malaysia
Mohammad Mansour Al-Khasawneh, The World Islamic Sciences and Education University (WISE), Jordan
Haziah Sa'ari, Universiti Teknologi MARA, Malaysia
Zikri Muhammad, Universiti Malaysia Terengganu, Malaysia
Marina Vlasova, Saint Petersburg State University of Economics, Russia
Oualid Kherbach, Politehnica University Timisoara, Romania
Elena Yuricheva, Mari State University, Russia
Leyla Gamidullaeva, Penza State University, Russia

Disclaimer: The abstracts and papers included in these Conference Proceedings remain the work of the authors and represent their own research / opinion. IBIMA staff have had only non-editorial intervention.

It is IBIMA policy to make reasonable effort to send complete papers to two members of the program committee for full blind peer review and to send a summary of review back to the author(s)

Copyright © 2019 International Business Information Management Association (IBIMA)
Individual authors retain copyright on their authored papers. Please contact the authors directly for reprint permission

Research Concerning Agricultural Subsidies for Romanian Farmers between 1990-2007..... <i>Marius NICULA, Cristina STOICA (DINCĂ), Constanța M BĂCANU (SERBAN), Iuliana Manuela ION (DUMITRIU) and Silvius STANCIU</i>	4772
The Cultural Marketing in the Relational Management: A Preliminary Minho Cultural Approach..... <i>Armandina SILVA, Bruno SOUSA and Paula Odete FERNANDES</i>	4780
India's Medical Tourism Analysis and Forecasting..... <i>Manoj AHIRE, Paula Odete FERNANDES and João Paulo TEIXEIRA</i>	4788
The Influence of Online Revenge Acts on Consumers Psychological and Emotional States: Does Revenge Taste Sweet? <i>Zaid Mohammad Obeidat, Muhammad Turki Alshurideh, Rami Al Dweeri and Ra'ed Masa'deh</i>	4797
Strategy Map for Protection of the Biosphere Reserve of The Iberian Meseta..... <i>João Paulo TEIXEIRA, Joaquín ROMANO Velasco, Emilio Pérez CHINARRO and Paula Odete FERNANDES</i>	4816
Internal Corporate Brand Building in Higher Education Institutions: Case Study of UNEC..... <i>Adalat MURADOV, Elshan BAGIRZADEH and Turan SULEYMANOV</i>	4826
Drives and Obstacle for the Development of Marketing in Russian Retailing..... <i>Irina A. KRASYUK and Yuliya Y. MEDVEDEVA</i>	4838
Taxing agricultural machinery: A case study of Romania..... <i>Anca-Marina IZVORANU, Henriette Cristiana CĂLIN and Raluca Nicoleta JIANU</i>	4845
The Impact of Local Action Groups in Romania and Slovakia..... <i>Anca-Marina IZVORANU, Henriette Cristiana CĂLIN and Raluca Nicoleta JIANU</i>	4854
Research on the Impact of Adult Education in Career Development..... <i>Panait Mihai Vlad and Adrian Turek Rahoveanu</i>	4861
Evaluation of Usability of Mobile Devices through Models..... <i>Meseret Yihun AMARE and Stanislava SIMONOVA</i>	4865
Dynamic Management and Logistics Aspects of the Entities Activity of Industrial Defense Potential in Poland..... <i>Joanna NOWAKOWSKA-GRUNT and Tomasz JAŁOWIEC</i>	4873
Trust and Perceived Risk in Consumer Behaviour: A Preliminary Study in Electronic Commerce..... <i>Vânia Vilas BOAS, Bruno SOUSA and Paula Odete FERNANDES</i>	4883
Study of the Role of University Teachers in the Conditions of Technological Transformation: the Case Study of Kazakhstan..... <i>Madina TULEGENOVA, Gulnara SADYKHANOVA and Zhanna ZEINULLINA</i>	4895
Cultural Sensitivity to Persuasive System Design for Continued Use of Smartphone Applications..... <i>Serri FAISAL and Ghassan AL-QAIMARI</i>	4904
Assessment of Industries with Competitive Advantages of Kazakhstan and Eurasian Economic Union Member Countries..... <i>Zhansaya TEMERBULATOVA, Bulat MUKHAMEDIYEV, Gulnara SADYKHANOVA and Perizat SALIBEKOVA</i>	4918

The Cultural Marketing in the Relational Management: A Preliminary Minho Cultural Approach

Armandina SILVA

Polytechnic Institute of Cávado and Ave (IPCA), Portugal
Campus do IPCA. Vila Frescaíña S. Martinho. 4750-810 Barcelos/Portugal
armandina-silva@sapo.pt

Bruno SOUSA

Polytechnic Institute of Cávado and Ave (IPCA), Portugal
Applied Management Research Unit (UNIAG)
Campus do IPCA. Vila Frescaíña S. Martinho. 4750-810 Barcelos/Portugal
bsousa@ipca.pt

Paula Odete FERNANDES

UNIAG; Polytechnic Institute of Bragança (IPB), Portugal
Campus de Santa Apolónia. 5300-253 Bragança/Portugal
Tel.: 00.351.273.303.103; Fax: 00.351.273.313.051
E-mail: pof@ipb.pt

Abstract

The cultural sector is as complex and varied as the concept of culture itself. Building on the rapid and profound technological changes of the early 21st century, creative economy has emerged, spurred by globalisation and the rapid sharing of information. In Portugal, the cultural and creative sector is experiencing growing momentum, thus making a positive contribution to increase the country's wealth and foster job creation. Therefore, this study aims to understand the importance of cultural marketing to relationship management and customer loyalty. Particularly, it intends to learn how relationships between the various stakeholders are established, and what kind of actions are developed by cultural organisations to raise and retain public interest, as well as their impact. The methodology used was a case study, which combines qualitative and quantitative approaches, based on document analysis, semi-structured interviews, and a survey on cultural habits, all tied with the *Cartão Quadrilátero Cultural (CQC)* [Quadrilateral Cultural Card]. Results seem to show that general marketing principles have been adopted by cultural organisations due to the different advantages they offer, namely, boosting funding sources, improving customer acquisition and loyalty, and increasing brand value. From the answers provided by the 305 CQC-holding respondents that constitute the study sample, one may conclude that there is satisfaction and loyalty, and 69% are consumers-promoters. The present research focuses only on cultural equipment for the performing arts, and therefore it does not cover other cultural sectors. It employs an interdisciplinary perspective, with contributions to management (of cultural services) and marketing (i.e., cultural touring and circulation of audiences). In order to further this study and facilitate the comparison of results, it should be extended to other cultural sectors (e.g., museums). This study intends to contribute to the development of scientific knowledge in the area of cultural and relationship marketing.

Keywords: culture, creative economy, cultural marketing, loyalty, relationships

Introduction

With globalization, the paradigms of economic and social development have changed to integrate new cultural and creative dimensions, thus contributing to the building of a broader view of culture (Mateus et al., 2016). In this broad vision, which involves the meeting of different characteristics shared by a given community, education and knowledge are playing an increasingly important role in the respective articulation between the different areas - lifestyles, value systems, traditions, nature of institutions, citizenship processes, business models, productive and professional specialization, forms

of work, organization of the production of goods and services and consumption models (Mateus et al., 2016).

It is in this context that the economic environment of the beginning of the 21st century emerges the creative economy, based on rapid and profound technological changes, driven by globalization and the rapid sharing of information. Today's society is experiencing a period of great and rapid changes taking place all over the world, which makes the economy develop on strategic pillars such as innovation and creativity - key to the development of the creative economy. The cultural and creative sector is thus a strategic factor of competitiveness, a lever of social and territorial cohesion, a means of strengthening citizenship, a sector of employment and wealth and a vehicle for the international affirmation of communities.

The cultural approach to marketing and consumer behaviour began to be questioned around the last quadrant of the twentieth century, involving "radical" marketing scholars who challenged the constitutive values of conventional marketing through critical, experimental, feminine, interpretive, post marketing -positivist, poststructural and postmodern research and consumer research (Moisander & Valtonen, 2006). It is in this sense that the adoption of concerted cultural marketing policies is increasingly important, and therefore the activities associated with cultural marketing have been attracting more and more interest in heterogeneous audiences (Reis, 2003).

Nowadays, the decision-making power is in the customer: it is the consumer who chooses where to buy and how to pay and, from internet searches, finds information about the product that he wants to acquire and solves his doubts (Quintino, 2017). The same applies to the culture economy where it is the consumer who chooses what to visit, what show he is going to watch and where, and how he gets his ticket, and in many cases, well in advance, to ensure place. In the cultural market, as in the global market, the consumer is king and research and market knowledge allow the consumer (the public) to adapt and offer what he seeks (Colbert, 2009; Mariñararena, 2017). This requires that cultural organizations have a deep knowledge of the public to which the cultural offer is directed and adapt each product to the segment of the population for which it is intended (Mariñararena, 2017). The present manuscript aims to contribute to the knowledge of cultural marketing and customer loyalty, in an approach to the Portuguese quadrilateral card, as a relational marketing instrument for theatres and cultural services.

Cultural Marketing

In the context of culture and creativity, marketing constitutes an important instrument in that it provides a means of showing the product and establishing a dialogue with the public, making it a participant and protagonist of the same product or service (Mariñararena, 2017). It should be noted that the public is the axis and the centrality of the action (Kotler & Armstrong, 2013). The objectives of cultural marketing can be seen in two perspectives, in the company that finances the culture (whether as a sponsor, patron or simple partner) and in the cultural organization. In an increasingly competitive economic universe, the corporate image has gained a growing importance, leading companies to search for new forms of communication (Ferreira et al., 2018). Sponsorship and patronage are two of them. The motivations of the culture-financing company, when it opts for one or another cultural organization, has to do with the benefits it thinks it will bring (Colbert, 2009; Ferreira et al., 2015).

Reis (2003) and Mariñararena (2017) identify the following business objectives associated with cultural marketing: improvement of the institutional image; adding value to the brand; reinforcement of the company's social role; greater notoriety; tax benefits; approach to your target audience; and others. In the perspective of cultural organizations, Mariñararena (2017) identifies the following objectives: to maintain or reinforce market share; make known to the target audience the news of the organization; attract new pubs towards the points of cultural consumption; subtracting public from competition; reach potential public; strengthen the image of the cultural organization; loyalty to current audiences; consolidate brand image; foster the remembrance of the cultural product or service; and others. According to Reis (2003), the most common objectives of cultural marketing are: a) To establish a direct communication with the target audience; b) Attract, maintain and train

internal and external audiences; c) Establish and maintain lasting relationships with the community; d) To reinforce or improve the corporate image of the brand; e) Maintain or increase knowledge of the brand or organization; f) Enhance brand communication composite.

The marketing model for the cultural and creative sector

Some marketers use a template to simplify the way companies introduce a product in the marketplace. Colbert (2009) adapts this model to the cultural and creative sector, since this sector has a different functioning of the commercial or industrial market. The process of introducing cultural products into the market begins within the organization, in the product itself - the company has to decide which market share may be interested in its product, i.e., market segmentation. Thus, the organization identifies its target audience (potential consumers), defines fundraising strategies (state, sponsors, patrons, etc.) and how the cultural product will be distributed. Once this is defined, namely identified the target audience, the organization decides the other elements - price, distribution and promotion (Colbert, 2009). The model contains the components of the traditional model, adapting the marketing process to cultural organizations, since the model of marketing does not adequately reflect the reality of the cultural sector (Colbert, 2009).

In cultural organizations, the process order is usually: company (product) → information system → market → information system → company → marketing mix → market. The starting point is the 'product' and destiny is the 'market' (Colbert, 2009). In the traditional model, the circuit starts and ends in the market (market → information system → company → marketing mix → market). The entire organization functions in a public environment. The public is the axis and centrality of the action (Mariñelarena, 2017). The term 'public' refers to the set of users of the culture (museums, theaters, showrooms, etc.), but also, by extrapolation from its public purpose, the whole population to which each establishment is directed (Desvallées & Mairesse, 2013).

Kotler (1982) refers to the public as a distinct group of people who have real or potential interest impacting an organization. Any cultural organization easily identifies its public, internal and external, existing classification criteria that help in this task (Azevedo et al., 2010; Mendes, 1991; Oliveira, 2017). The notion of public closely associates the activity of the cultural organization with its users (the public in the broadest sense), even to those who should benefit from its services, although they do not do so (Desvallées & Mairesse, 2013).

Methodology and Case Study

Based on the general objective of the research, the following specific objectives were established: 1. To understand how the relationships among the various stakeholders in cultural organizations are established; 2. Identify the channels of communication and dissemination used by cultural organizations and which are falling into disuse; 3. Understand the importance of digital marketing in communicating and disseminating cultural activities; 4. Understand how much is invested in promotion and dissemination by cultural organizations; 5. Identify the actions developed by cultural organizations to attract and retain publics; and 6.

Understand the influence of the Cultural Quadrilateral Card in the capture, retention and public loyalty. In the end, it is necessary to conclude on the impact of cultural marketing on the management of relationships and loyalty of audiences in cultural organizations and how these relationships and loyalty processes can be enhanced (attract, retain and grow audiences), namely through of digital marketing. In order to carry out the present investigation two instruments of analysis and measurement were used: a survey on cultural habits, around the Cultural Quadrilateral Card, in which the target audience are the CQC holders; (Vila Nova de Famalicão), the Vila Flor Cultural Center (Guimarães), the Gil Vicente Theater (Barcelos) and Theatro Circo (Braga), and semi-structured interviews directed to those responsible for the cultural management and marketing of equipment belonging to the Cultural Quadrilateral. The Cultural Quadrilateral Card is defined as a personal and non-transferable loyalty card for the access, with benefits and on advantageous conditions, to cultural equipment and events in the four cities of the Quadrilátero (Vila Flor Cultural Center - Guimarães, Theatro Circo - Braga, Casa das Artes - Vila Nova de Famalicão and Teatro Gil Vicente - Barcelos),

in view of the payment of an annuity and with validity for 12 months from its activation, and with the possibility of renewal.



Fig 1. Cartão Quadrilátero Cultural (CQC).

Source: Casa das Artes de Famliação (2018).

The interview script was designed to analyse, discuss and evaluate the marketing strategies and practices adopted by the cultural equipment covered by the Cultural Quadrilateral Card, based on the questions raised in the survey. The interview script containing 43 questions, was divided into seven different blocks: a first one for presenting and legitimizing the interview; a second with broader and broader questions about cultural organization; four specific blocks related to marketing - marketing orientation, relational marketing, target audience (definition, attraction and retention) and communication; and, finally, a block with the completion of the interview. The survey was done in digital format - via Google Forms - and the spread was sent via email and social networks (Facebook, Instagram and LinkedIn). The Quadrilateral supported the dissemination of the survey by sending an e-mail addressed to the holders of the Cultural Quadrilateral Card containing the link of the survey, the framework and justification of the study in progress. In order to guarantee the total protection of data, the sending of this email was effected by the Quadrilátero services, from its mail address latrically, for the entire E-mail database of CQC carriers, the target population of this study. The survey was available for completion between May 22 and June 20, 2018

Discussion

With 366 answers obtained, all considered valid, 56.3% are female (206 respondents) and the remaining 43.7% are male (160 respondents). Of the defined age groups, 53.8% were between 40 and 59 years old (197 respondents), 30.1% between 20 and 39 years, 15.0% between 60 and 74 years old and 1.1% are under 19 years of age. Most respondents, 83.9%, have a bachelors degree or higher academic degree, are active people - only 4.1% are students and 2.2% are unemployed. They are people who attend the culture, 69.9% attend six or more times a year to cultural events and 17.5% four to five times a year; which could justify that 57.1% (209 respondents) have other cultural cards that give benefits in access to culture, such as the 'friend card'. The vast majority of respondents, 83.3% (305 respondents), are holders of the Cultural Quadrilateral Card. Only 3.6% (13 respondents) do not know the Cultural Quadrilateral Card. Next, the profile of respondents will be presented, distinguishing those who have CQC from those who do not. Although the present study intends to focus on respondents with Cultural Quadrilateral Card, it is considered of interest to know, for future studies, the sociodemographic profile of cultural consumers, without this loyalty card. Of the 366 respondents, only 16.7% (61 respondents) do not have the CQC, 59% of which are women and the remaining 41% are male (25 respondents). Of respondents who do not have CQC, 21.3% (13 respondents) do not know this loyalty card and 86.9% (53 respondents) do not have other cultural cards with benefits in access to the culture (e.g. 'friend card'). For the defined age groups, 57.4% were between 40 and 59 years old (35 respondents), 34.4% between 20 and 39 years, 4.9% more than 60 years and 3.3% less of 19 years. As for the area of residence, 37.7% live in Braga (23 respondents),

24.6% in Vila Nova de Famalicão, 8.2% in Barcelos, 8.2% in Guimarães and 21.3% in other locations.

Prior to the decision to own the CQC, respondents in the sample weighed several factors in the surrounding environment that led them to consider subscribing to this loyalty card. In this sense, the respondents were asked about the factors presented that, on a scale of importance, considered to be the most relevant in the decision making to have the CQC. It was verified that of the sample (305 respondents), in SPSS *software*, the factors considered most important in the decision making were:

- Possibility of attending more shows without increasing financial effort, with 98.7% (301 respondents) - 76.1% consider this very important factor (232 respondents) and 22.6% significant;
- Discounts at the ticket office, with 96.4% (294 respondents) - 70.8% important (216 respondents) and 25.6% important;
- Quality of cultural programming, with 93.4% (285 respondents) - 39.0% considers a very important factor and 54.4% important (166 respondents);
- Price of the annuity, with 91.5% (279 respondents) - 39.7% considering a factor very important and 51.8% (158 respondents) important;
- Regularity with which attends shows in the rooms covered by the CQC, with 91.5% (279 respondents) - 36.4% of whom consider it very important and 55.1% consider it a factor important (168 respondents);
- Diversity of the cultural offer covered by the CQC, with 90.1% (275 respondents) – being which 36.7% consider very important and 53.4% important (163 respondents);
- Proximity to the area of residence, with 89.8% (274 respondents) - 42.6% considers it very important and 47.2% consider it an important factor (144 respondents);
- Access to shows in the four ad hoc rooms, at special prices, with 82.3% (251 respondents) - 39.0% consider this factor very important and 43.3% important (132 respondents).

By analysing the answers given in the sample, it is concluded that people are satisfied or very satisfied with the cultural offer covered by the CQC (86.9%), benefits associated with the CQC (85.3%), (81.3%), network created between Casa das Artes, Vila Flor Cultural Center, Teatro Gil Vicente and Theatro Circo (80.7%), CQC annuity price (78.4%) and dissemination of the programming covered by the CQC (76.1%). Users of the Cultural Quadrilateral Card have a high level of overall satisfaction, with 48.2% very satisfied and 47.9% satisfied - shown in Figure 21. Since the CQC is a loyalty card, with benefits associated with its use, this result is in agreement with a study developed by Lee, Hsiao and Yang (2010), where they conclude that the experiential marketing of discount shopping has a significant positive influence on customer satisfaction. Satisfaction is a necessary step in the formation of loyalty (Oliver, 1997). Often, loyalty is characterized by the repurchase of a particular good or service over a given period and time (Olivier, 1999). In this sense, a question was asked to evaluate the seniority with which the respondent has the CQC. Thus, of the respondent group (305 respondents), 36.4% had CQC for more than four years (111 respondents) and 12.1% since its launch in 2012.

Marketing orientation presupposes, according to Kohli and Jaworski (1990, p.6), "the creation of market knowledge regarding the needs of current and future customers, the dissemination of this knowledge by the departments of the organization and the response of the whole organization to this knowledge. "This vision materializes through three behaviours to be developed by the organization, and not only by a marketing department: collection, dissemination and response (Kohli & Jaworski, 1990). In this sense, some questions were addressed in order to understand if cultural organizations adhering to the CQC seek to gather and create market knowledge (consumers, public potentials and competition), if there is dissemination of this knowledge by the cultural organization and if in the future there may be a response information. In relation to the House of Arts in Famalicão, there seems to be some collection of information, about the public and what is emerging in the cultural market, "especially paths" - not from the point of view of competition programming, but about the 'paths' that arise in cultural terms. As for the Vila Flor Cultural Center, the collection of information

from the public is carried out through the distribution of questionnaires "to understand how people have access to information, what motivations they have to attend to certain shows. "In relation to Theatro Circo, they occasionally collect data on the current and potential audience, when academic investigations take place, and sometimes in this context "the application of some method to control and access some data about our public happens." The personal relationship is evidenced by all, as an essential part in the narrowing of relationships.

The Cultural Quadrilateral Network's mission is to promote networking between the main institutions and cultural facilities of the four cities (Quadrilátero, 2008). In this scope and with the support of the Cultural Quadrilateral, there was some network programming like the production and contracting of some shows together. The Casa das Artes recalls that "it resulted in some opera productions, the last of which was Mozart's" Don Giovanni, "a production of Casa das Artes, Vila Flor and Theatro Circo, and we ended up at the Coliseu do Porto. realization of "some actions of communication and disclosure of the Quadrilateral in a concerted way". The quadrilateral network provided the creation of the Online Ticket that facilitates the purchase of tickets for the shows and the CQC itself. This measure was cited by Casa das Artes as an important benefit: "Casa das Artes has a common ticket office and was clearly an extraordinary benefit - this possibility to network. The Quadrilateral expedited the process of buying tickets in the 4 stages. In conclusion, the Cultural Quadrilateral Card is understood globally as a good measure of attraction and retention of audiences, both in the internal perspective (cultural organizations) and in the external (public) perspective.

Final considerations and future research

The cultural area is an area as complex and diverse as its own concept, covering several areas of science and knowledge which gives it a multidisciplinary character. From the economic environment of the beginning of the 21st century emerges the creative economy, based on rapid and profound technological changes, driven by globalization and the rapid sharing of information. Today's society is experiencing a period of great and rapid changes taking place all over the world, which makes the economy develop based on strategic pillars, such as innovation and creativity, which are key to the development of the creative economy. In Portugal, the cultural and creative sector has been growing, encompassing not only tangible and intangible heritage, but also a diversity of activities related to the cultural and creative industries, contributing increasingly to the wealth of the country and to the creation of job. In an increasingly interconnected world where consumption is changing, we sought to know how cultural organizations can effectively reach more audiences. The main objective of this dissertation is to understand the impact of cultural marketing in relationship management and public loyalty, using a case study to the CQC. After reviewing the literature, one part focused on the contextualisation of culture, another on the creative economy as an economic phenomenon and another on the importance of cultural marketing in relationship management and customer loyalty, followed by the collection of empirical data and statistics. Subsequently, an analysis of the primary and secondary data was developed with the purpose of obtaining answers to the research objectives, namely, if the use of loyalty card is a good measure of attraction and retention of audiences.

During the investigation, contacts were established with cultural organizations adhering to the Cultural Quadrilateral Card, each with different characteristics and objectives, with heterogeneous degrees of professionalism, with different marketing skills and strategies. Through the implementation of a survey on the cultural habits around the Cultural Quadrilateral Card, contact was established with the cultural consumer, making possible the evaluation of the level of satisfaction with both the CQC and the cultural offer covered, media used and benefits associated with the card. The results seem to show that the general principles of marketing are adopted by the cultural organizations, by the various advantages that come from them, namely by leveraging their sources of financing, enhancing or enhancing the corporate image of the brand, establishing and maintaining lasting relationships with the community, establish direct communication with the target audience and attract, retain and train internal and external audiences.

Similar to other investigations have been found some limitations that are important to list. The first limitation concerns the fact that the case study concerns only cultural equipment in the performing arts and does not cover other cultural areas of artistic production. In this sense, in order to deepen the

study on the practices of attraction and retention of publics and the potential comparison of results, it is suggested to extend the study to other areas of culture, such as the museum sector where the resource is to loyalty cards. The second limitation is related to the focus of the study of publics, which focused specifically on cultural consumers holding the Cultural Quadrilateral Card. Ideally, the study should extend to the audiences of each of the cultural equipment studied and perceive their degree of satisfaction, loyalty and loyalty to the brand. Due to time constraints and to avoid dispersing the attention of the specific study objective (evaluation of the impact of the CQC in attracting, retaining and retaining publics), the analysis was carried out superficially and according to the responses obtained in the surveys (sample consisting of 61 respondents). With the insights from this study it is expected that future work can contribute to the development of empirical studies to address the developed propositions. In particular, it is expected that future research explores the relationship between several variables (e.g. place attachment, satisfaction and loyalty of museums) in qualitative and quantitative studies. For example, studies may look at a deeper understanding of the phenomenon in various museums, as well as in other cultural places, in order to find differences between the place attachment to the loyalty to the theatre experience. It is important to reveal the individual destination attributes that cause satisfaction and/or dissatisfaction, and shed light on the most determinant and critical attributes in explaining the overall cultural experience, in the specific case of Minho. Studies could further develop a questionnaire to be applied to participants to capture a cross-sectional view of the relationships among the constructs gauging their impact.

Acknowledgement

This work is funded by National Funds through the Foundation for Science and Technology under the project UID/GES/04752/2019.

References

- Azevedo, A., Magalhães, D., & Pereira, J. (2010). *City Marketing - My Place in XXI - Gestão Estratégica e Marketing de Cidades*. Porto: Grupo Editorial Vida Económica.
- Colbert, F. (2003). Entrepreneurship and Leadership in Marketing the Arts. *International Journal of Arts Management*, 6(1), 30-39.
- Colbert, F. (2009). *Marketing delle arti e della cultura* (2.^a ed.). (N. Gaiarin, & G. Tinunin, Trans.) Milão, Itália: Rizzoli Etas.
- Desvallées, A., & Mairesse, F. (2013). Conceitos-chave de museologia. (A. Desvallées, & F. Mairesse, Edits.) São Paulo: Comitê Brasileiro do Conselho Internacional de Museus.
- Ferreira, B., Marques, H., Caetano, J., Rasquilha, L., & Rodrigues, M. (2015). *Fundamentos de Marketing* (3.^a ed.). Lisboa: Edições Sílabo.
- Ferreira, J., Sousa, B. M., & Gonçalves, F. (2018). Encouraging the subsistence artisan entrepreneurship in handicraft and creative contexts. *Journal of Enterprising Communities: People and Places in the Global Economy*.
- Governo da República Portuguesa. (2017). *República Portuguesa - XXI Governo Constitucional*. Obtido em 18 de fevereiro de 2018, de Cultura: <https://www.portugal.gov.pt/pt/gc21/area-de-governo/cultura/acerca>
- Kotler, P. (1982). A Generic Concept of Marketing. *Journal of Marketing*, 36, 46-54.
- Mateus, A., Primitivo, S., Liz, C., Oliveira, H., Caetano, A., & Gouveia, S. (2016). A Economia Criativa em Portugal - relevância para a competitividade e internacionalização da economia portuguesa. Agência para o Desenvolvimento das Indústrias Criativas, Augusto Mateus & Associados. Lisboa: Agência para o Desenvolvimento das Indústrias Criativas.
- Mariñelarena, E. I. (2017). *Marketing Cultural. SSCB0110*. Antequera (Málaga): IC Editorial.
- Mendes, J. V. (1991). *Marketing, Patrocínio e Mecenato*. Lisboa: Texto Editora.
- Moisander, J., & Valtonen, A. (2006). *Qualitative Marketing Research: A Cultural Approach*. SAGE Publications, Ltd.

Oliveira, C. M. (2017). *O marketing em Portugal - dos anos 60 ao futuro*. Estoril: Prime Books, Sociedade Editorial.

Quintino, T. (2017). *Marketing de relacionamento e programas de fidelização*. São Paulo: Senac.

Reis, A. C. (2003). *Marketing cultural e financiamento da cultura: teoria e prática em um estudo internacional comparado*. São Paulo: Pioneira Thomson Learning.