

fromc-des^{lg}Ntop-in^{Sg}IGHTs

Liem Viet Ngo
UNSW Sydney
Editor-in-Chief
Australasian Marketing Journal

Program Objectives

This two-day individual-tailored research training program aims at providing you with hands-on practices on how to get your work-in-progress papers published in mainstream journals in business and management research. Through two days and close interaction with our faculty, you will be given opportunities:

- to work through all aspects of your work-in-progress papers towards completion.
- to get familiar with formal review processes of mainstream journals in business and management.
- to learn and practice how to respond to reviewers' and editors' comments.
- to possess the right tools to achieve academic and professional success.

Audience: PhD and master research students and early career researchers

from mc-design to top-inSIGHTs

From work-in-progress
manuscripts to completion

A scenic landscape photograph showing a two-lane asphalt road with white and yellow markings, curving through a valley. The road is flanked by dark, silhouetted hills. In the background, a range of mountains is visible under a soft, hazy sky with light clouds. The lighting suggests the time is either early morning or late evening.

wHiChJoUrnAlyOu
taRgEtat?



Gary Gregory
Associate Professor



Liem Viet Ngo
Associate Professor,
Research Coordinator

Outsourcing offshore? How to pick the perfect partner (and get customers on board)

RESEARCH SPOTLIGHT | 16 September 2021

UNSW Business School researchers test a new 'service offshoring fit' model that shows what brands should look for to find an ideal offshore partner and how to communicate the benefits of outsourcing to customers

Table 2. Respondent Demographics.

Demographics	Frequency (n = 393)	%	Australia Bureau of Statistics (2016)	Demographics	Frequency (n = 393)	%
Gender				Education		
Male	190	48.3	49.8	Less than high school	18	4.6
Female	203	51.7	50.2	High school degree	51	13.0
Age				Certificates I-IV	62	15.8
18-29	86	21.9	22.7	Diploma	61	15.5
30-39	67	17.0	18.5	Bachelor and honors	114	29.0
40-49	71	18.1	18.4	Graduate certificate	32	8.1
50-59	64	16.3	16.2	Master's degree	44	11.2
Above 60	105	26.7	23.6	Doctoral degree	8	2.0
Residence location				Others	3	0.8
Australian Capital Territory	12	3.1	1.6	Residency status		
New South Wales	96	24.4	32.5	Citizenship	320	81.4
Victoria	132	33.6	24.8	Permanent residence	65	16.5
South Australia	33	8.4	7.4	International student visa	3	0.8
West Australia	38	9.7	10.2	Work visa	3	0.8
North Territory	1	0.3	1.0	Others	2	0.5
Tasmania	3	0.8	2.3			
Queensland	78	19.8	20.2			

which window are you looking at

Table 4. Path Coefficients (Main Effects Model).

Dependent Variables Independent Variables	Model 1 Base Model (R ² = .06)		Model 2 Main Effects Model					
			Combined (R ² = .62)		Telecom (R ² = .73)		Mobile Phone (R ² = .55)	
	β	t Value	β	t Value	β	t Value	β	t Value
CC								
SOF			.79	19.21**	.78	13.27**	.80	13.82**
INS								
SOF			.14	2.20*	.04	0.50	.26	2.58**
CC			.65	10.26**	.80	10.12**	.48	4.87**
BL	.17	1.93	.15	2.41*	.13	1.66	.14	1.69
BT	.09	0.97	.08	1.38	.00	0.01	.17	2.16*
BA	.01	0.05	-.09	-1.45	-.04	-0.553	-.13	-1.44
CET	.05	0.86	.01	0.15	.07	1.46	-.04	-0.73
Direct Effect of X on Y								
Effect	SE	t		p		LLCI		ULCI
.18	.06	3.18		.00		.07		.28
Indirect Effect of X on Y								
Effect		Boot SE		Boot LLCI		Boot ULCL		
.49		.04		.41		.58		

Note. Model 1: $\chi^2 = 256.76$ ($df = 109$, $p < .01$), RMSEA = .06, NNFI (TLI) = .98, CFI = .98, SRMR = .03. Model 2: $\chi^2 = 462.01$ ($df = 235$, $p < .01$), RMSEA = .05, NNFI (TLI) = .97, CFI = .98, SRMR = .04. SOF = service offshoring fit; CC = customer certainty; INS = intention not to switch; BL = brand loyalty; BT = brand trust; BA = brand affect; CET = consumer ethnocentrism; CFI = comparative fit index; NNFI = nonnormed fit index; RMSEA = root mean square error of approximation; SRMR = standardized root mean square residual; TLI = Tucker-Lewis index.
*Significant at the .05 (two-tailed t test). **Significant at the .01 (two-tailed t test).

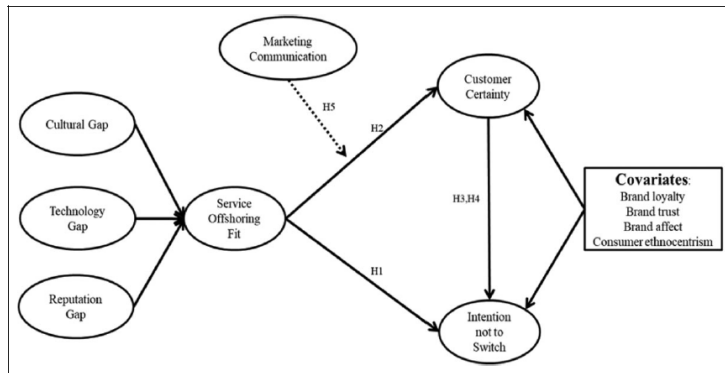


Figure 1. Research model and hypotheses.

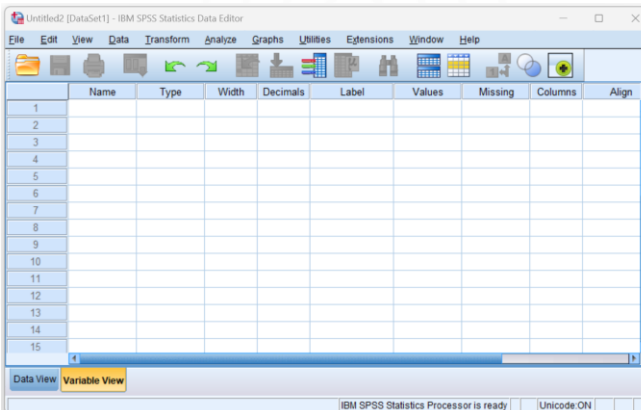
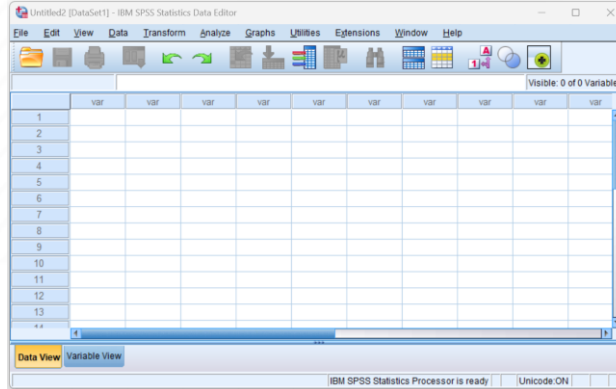


Table 3. Factor Loadings and Construct Correlations.

Construct and Items	Loading	t Value
Service offshoring fit (SOF; AVE = .88, $P_c = .97$)		
SOF1: It is appropriate for these firms to partner up	.92	—
SOF2: This partnership is logical	.93	34.00**
SOF3: It is suitable for these firms to form a partnership	.95	36.49**
SOF4: Overall fit of this partnership is strong	.94	34.66**
Customer certainty (CC; AVE = .86, $P_c = .95$)		
CC1: I am certain this offshoring will not affect the quality of services being offshored	.91	—
CC2: I am certain the offshore services will perform quite well.	.94	32.45**
CC3: I am certain this offshoring will not affect the overall service quality that I received from the brand	.93	31.31**
Intention not to switch (INS; AVE = .86, $P_c = .95$)		
INS1: I will not consider changing companies/brands in the future	.94	—
INS2: I have intention to renew my business relationship with this brand	.92	31.90**
INS3: I will not choose services with another company in the future	.93	33.14**
Brand trust (BT; AVE = .82, $P_c = .93$)		
BT1: I trust this brand	.91	—
BT2: This brand has a name you can trust	.89	27.06**
BT3: This brand is an honest brand	.91	28.41**
Brand affect (BA; AVE = .88, $P_c = .96$)		
BA1: I feel good when I use this brand	.91	—
BA2: This brand makes me happy	.95	34.28**
BA3: This brand gives me pleasure	.95	34.37**
Brand loyalty (BL; AVE = .77, $P_c = .93$)		
BL1: I have a strong preference for this brand	.87	—
BL2: I believe that I would stick to this brand in the future	.87	23.77**
BL3: I would recommend this brand to others (family and friends)	.86	23.20**
BL4: I would continue to be committed to this brand	.91	25.86**
Consumer ethnocentrism (CET; AVE = .77, $P_c = .93$)		
CET1: Purchasing foreign-made products is un-Australian	.86	—
CET2: Australians should not buy foreign products because this hurts Australian business and causes unemployment	.90	24.12**
CET3: A real Australian should always buy Australian-made products	.89	23.64**
CET4: It is not right to purchase foreign products	.87	22.72**

Article

Managing Customer Uncertainty in Making Service Offshoring Decisions

Lu Lu¹, Gary D. Gregory¹, Liem Viet Ngo¹, and Richard P. Bagozzi²

Abstract

Despite a long-standing interest in service offshoring from both academics and practitioners, the questions how and under what conditions customers react when a well-known national brand decides to outsource its services to an offshore service provider (OSP) is an understudied area. Drawing on cognitive consistency theory, we test a new construct called, "service offshoring fit" (SOF) that captures customer overall perceptual consistency in their memory networks between the focal firm and the OSP as indicated by the suitability, appropriability, and locality of the alliance. Using 393 responses from a panel of customers of focal brands, we show that customer certainty mediates the relationship between SOF and intention not to switch by current customers. Our findings also reveal an inverted U-shaped relationship between marketing communications and customer certainty at different levels of SOF. Specifically, if firms communicate consumers' benefits associated with offshoring, they can mitigate or avoid negative customer reactions (and subsequently increase customer certainty); however, after a certain point, such effects are reduced.

Keywords

offshoring, outsourcing, services, customer certainty, marketing communication

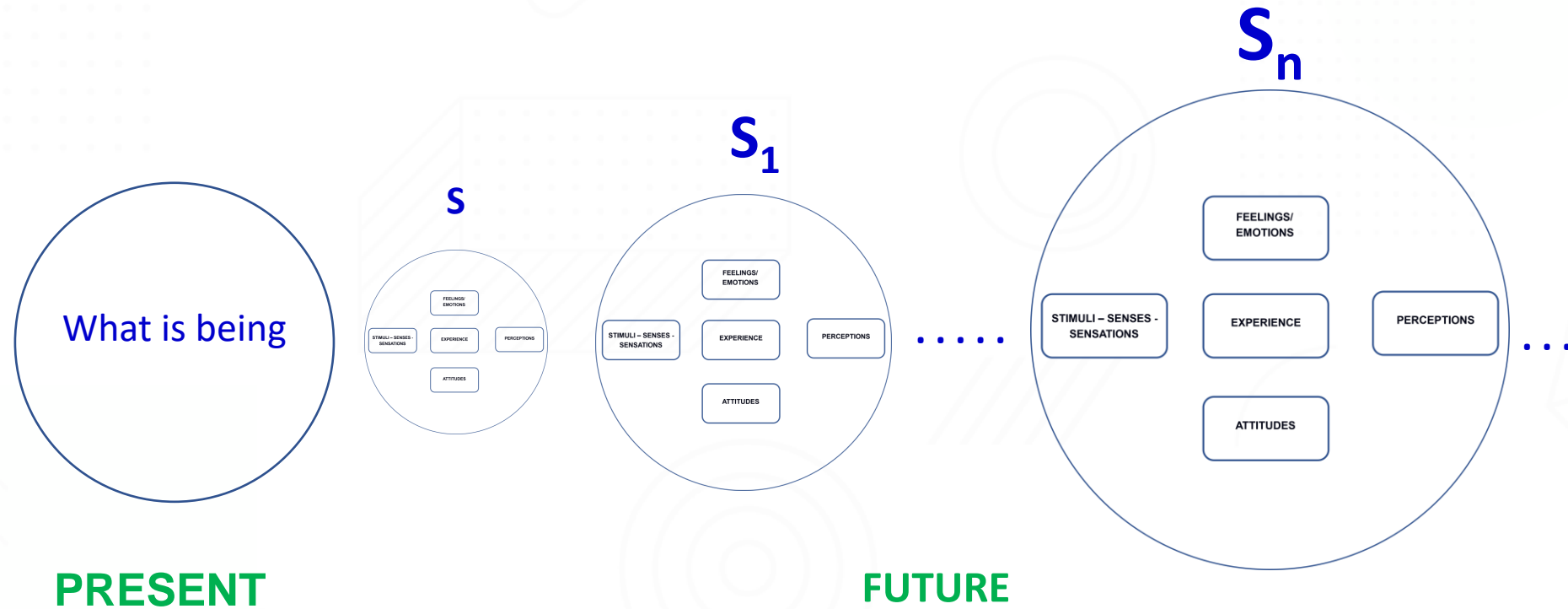
Journal of Service Research
2021, Vol. 24(4) 500-519
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pUreBiaSed

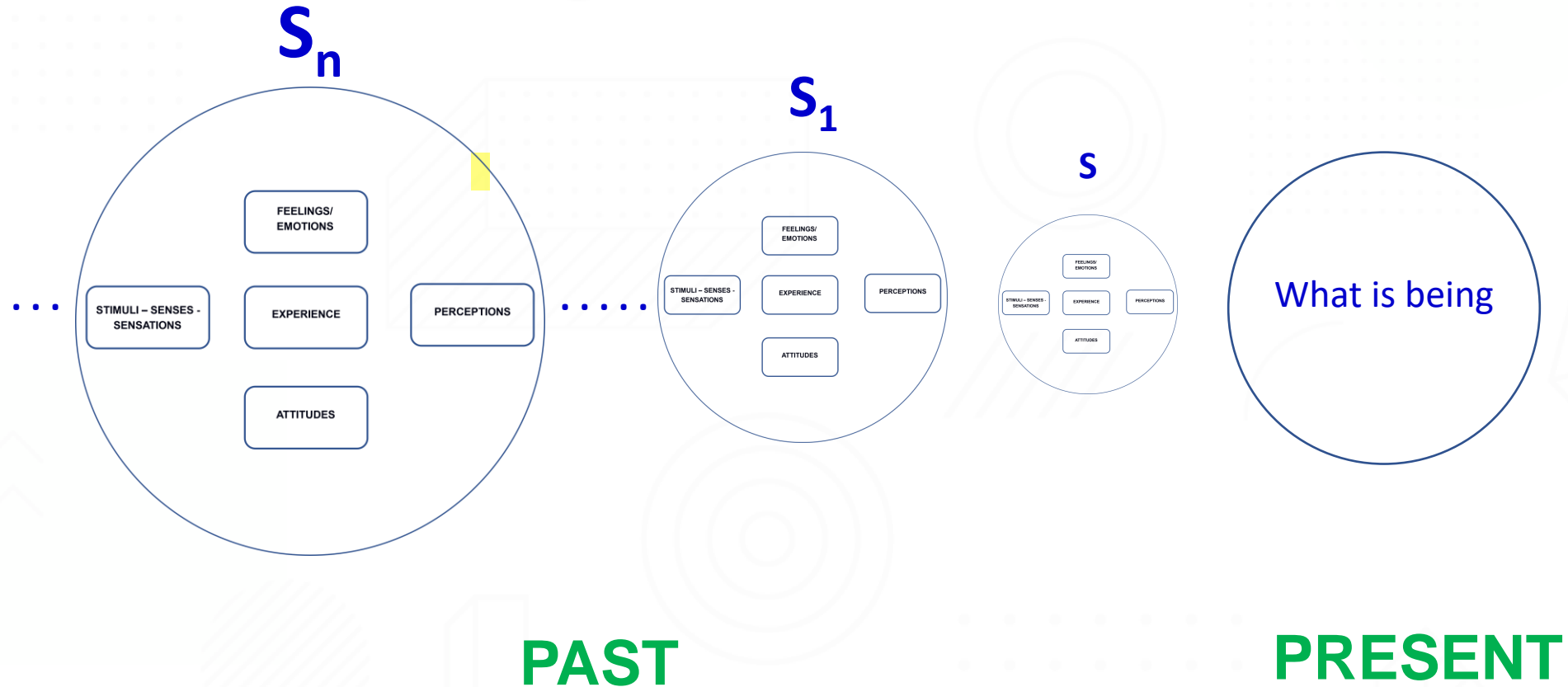
Do thing right by biased mind is still not right.

The Ultimate Reality vs. the Conceptual Reality



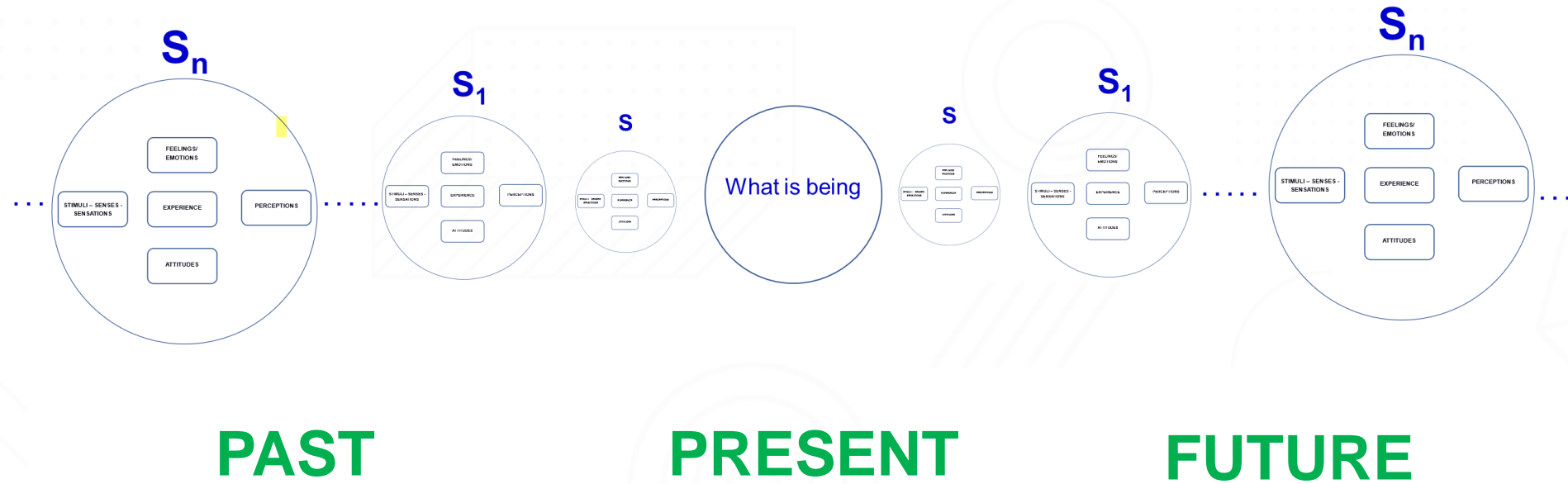
Source: Developed by Liem Ngo (2021)

The Ultimate Reality vs. the Conceptual Reality



Source: Developed by Liem Ngo (2021)

The Ultimate Reality vs. the Conceptual Reality



Source: Developed by Liem Ngo (2021)

SaTtAiTtudeE

What I can see, I cannot be.
You either have feelings or they have you.
Consciousness being cloud-hidden by the thinking mind.

unconditioned

non-intellectual experience

transcendental truth

wisdom

interaction

conditioned

intellectual experience

conditional truth

insights

relationship

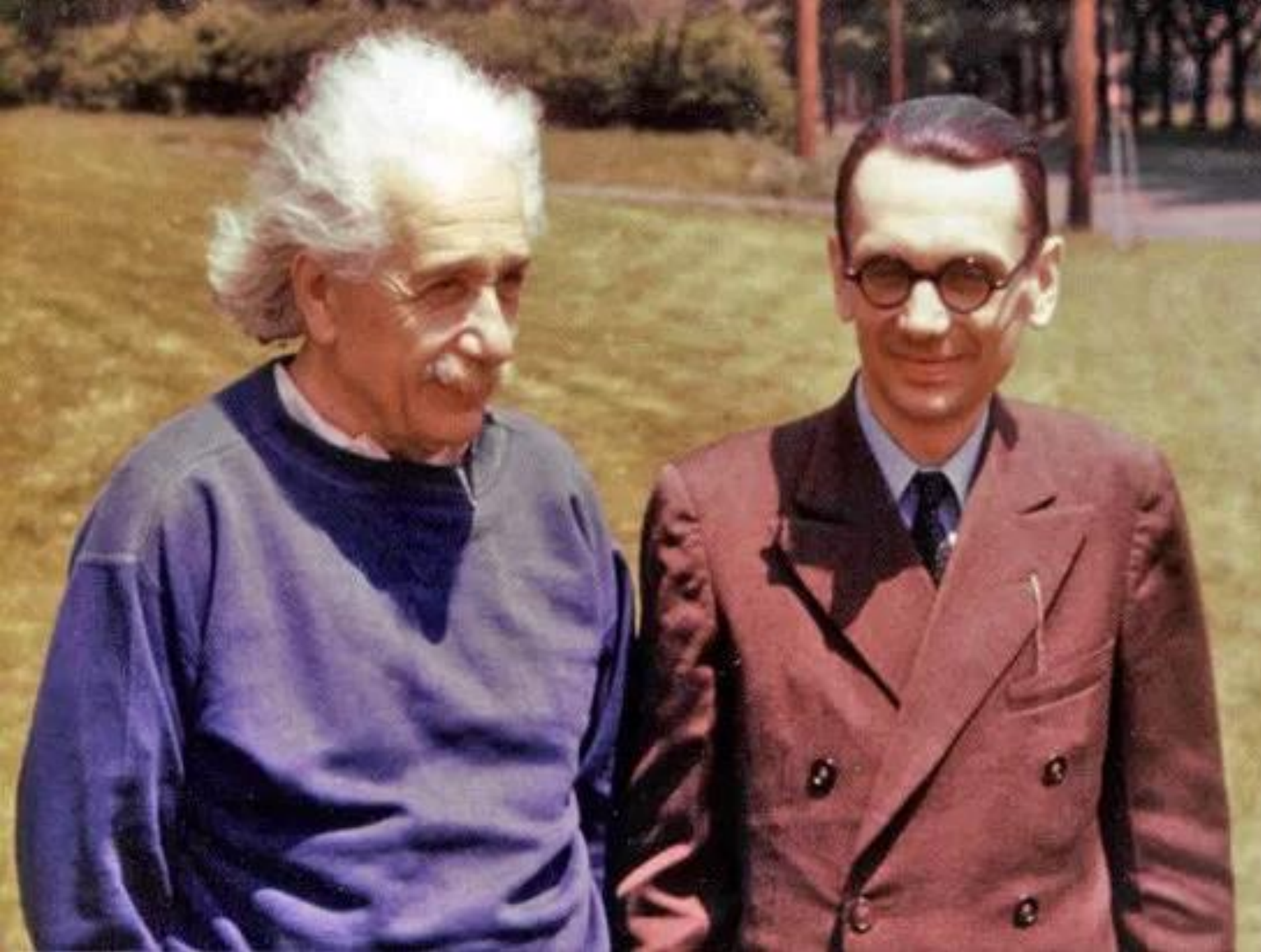
**YOUR
WIFE
READ
YOUR
WHATS
APP**



Some days
you just want
to forget.

8,2%
ABV

“Anything you can draw a circle around cannot explain itself without referring to something outside the circle - something you have to assume but cannot prove.”



NGO VIET LIEM
Being aware of awareness





“The neural patterns and the corresponding mental images of the objects and events outside the brain are creations of the brain related to the reality that prompts their creation rather than passive mirror images reflecting that reality.”

Damasio (2003)



language
categorization
thinking
thoughts
analytical

spatial
meaning
understanding
emotions
creativity





"We are the endless stream of
subtle self-regulation in the form of
a human being"

TTK Sydney



The soundless symphony

In a realm where words take flight,
Nobody craft a tale of sound's delight.
With a bell and stick, endless tales shall weave,
A symphony of silence, a world to conceive.

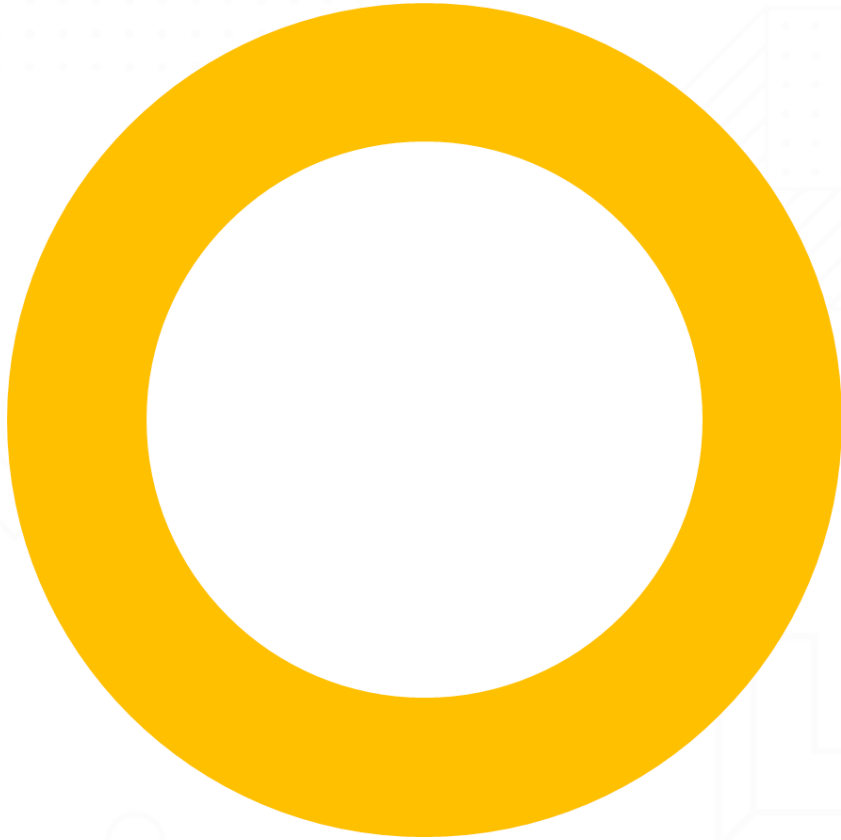
But in this realm, a curious twist,
The sound they made did not exist.
No echoes danced upon the air,
No vibrations traveled anywhere.

In minds of those who stood nearby,
A symphony grew, reaching the sky.
Invisible notes painted the scene,
Each listener's heart played in between.

Through the bell and stick, a magic thread,
A tapestry spun, like dreams unsaid.
The soundless sound, a universe new,
Where hearts were touched, where dreams came true.

So, let us cherish the soundless song,
For in its silence, we all belong.
Let our imaginations be the guide,
In this symphony, let our spirits reside.

from mc-design to top-inSIGHTs



“Life is a great school where the **ultimate reality**
coexists with the **conceptual reality**
that is overlaying it. Just empty awareness silently reflects
the endless flow of what is happening just as it is.”

Liem Viet Ngo

from design to insights

A simple equation of insights

NEW INSIGHTS = PHENOMENON

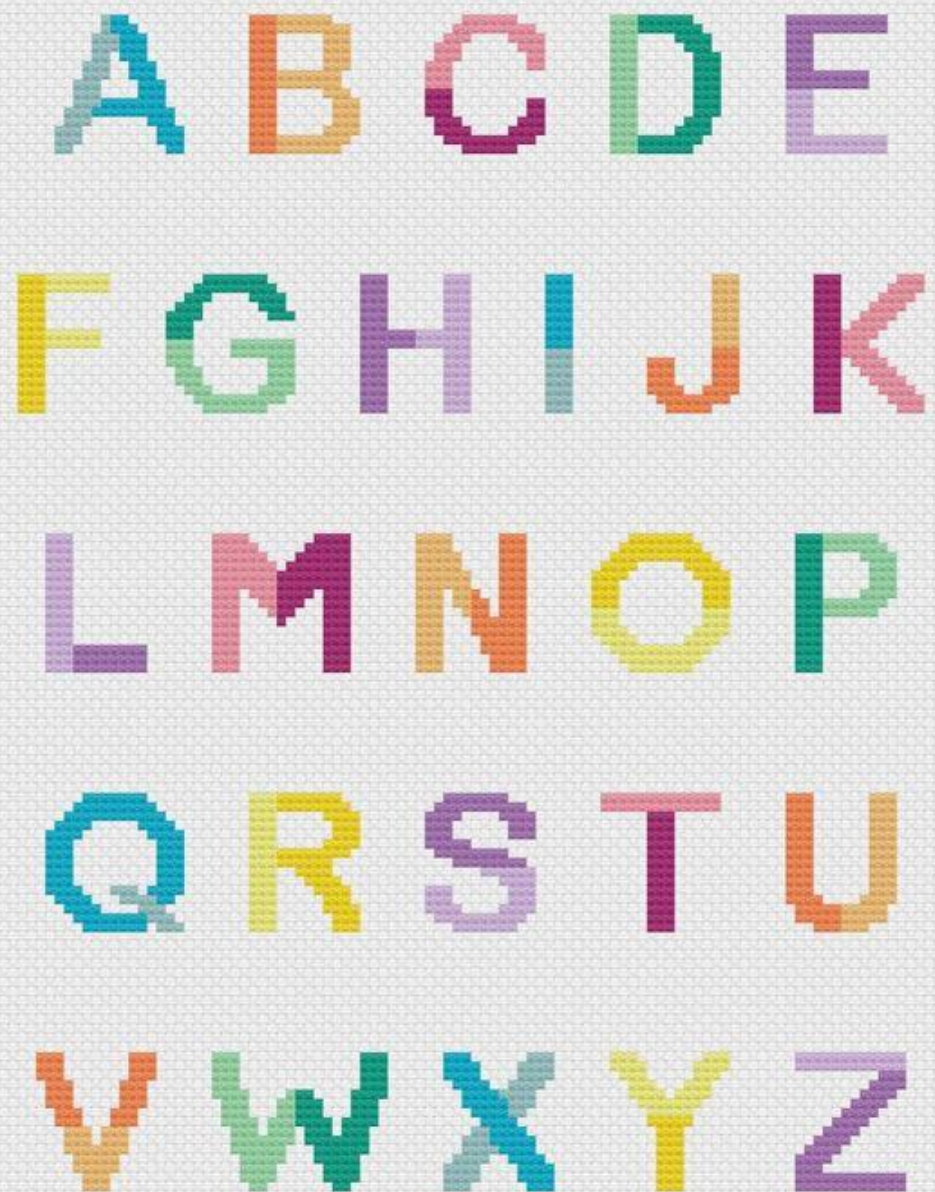
+ RELEVANCE (theoretical + practical)

+ RIGOR (theoretical + methodological)



"I'm a college professor, Jason. You need to ask someone else if you want advice about the real world."

A B C D E
F G H I J K
L M N O P
Q R S T U
V W X Y Z



Don't spell . . .

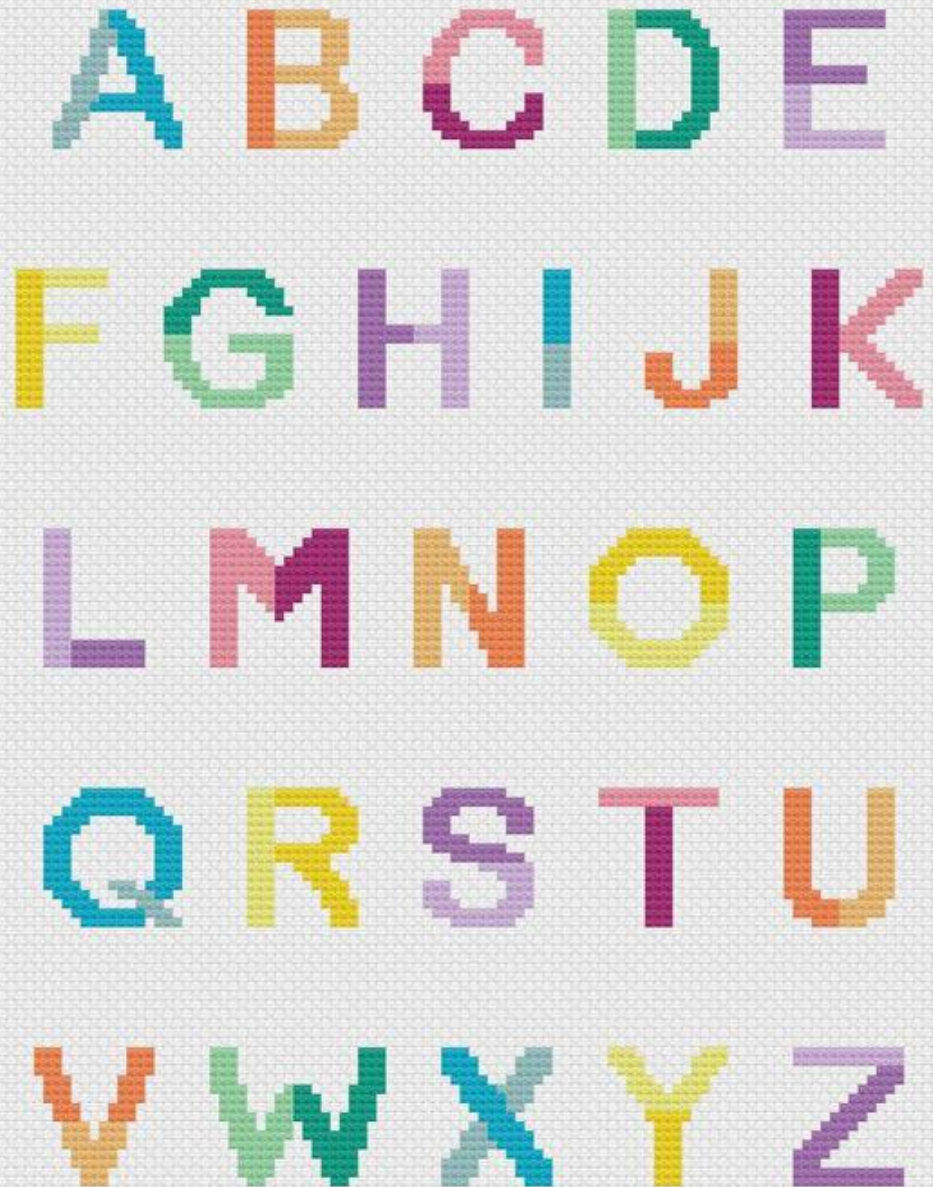
A B C D E
F G H I J K
L M N O P
Q R S T U
V W X Y Z

C

CLEAR

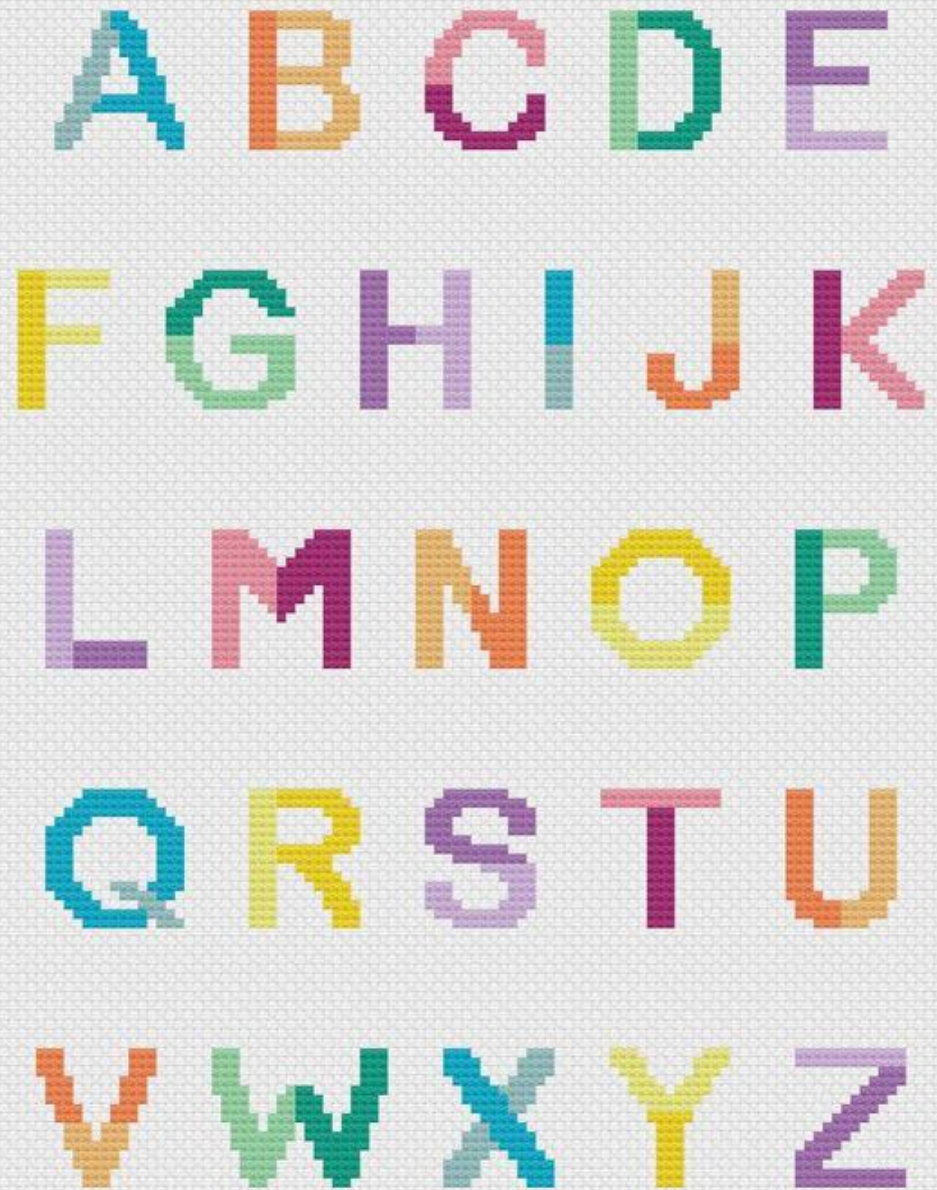
CLEAN

CLOUD



Concepts

Direction
Shape
Color
Time
Place
Name



lateNtcOnstruct

BEYOND LOGIC



Absurdly low consumption.
The Polo BlueMotion.

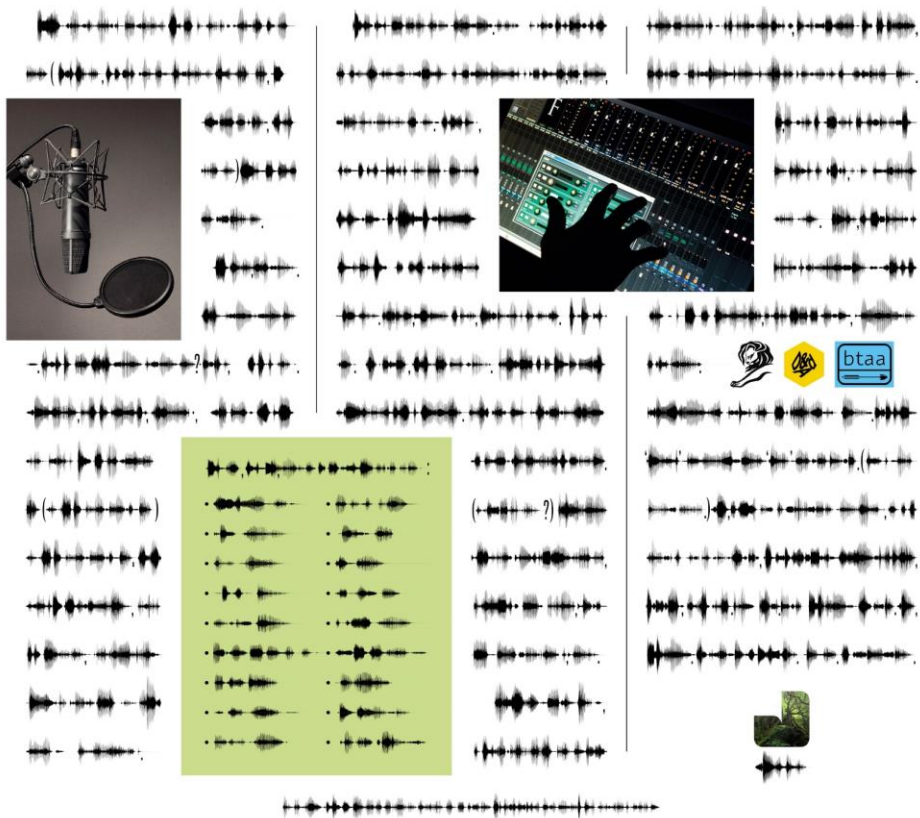




When
nothing is
what it
seems



BEYOND LANGUAGE



“Art is a lie that enables us to realize the truth”.

Pablo Picasso

“We are all suspended in language. The more I think about language, the more it amazes that people ever understand each other at all.”

Niels Bohr

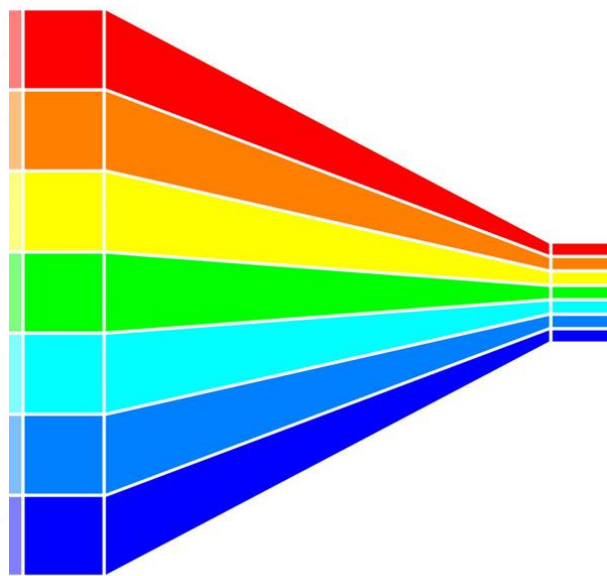
“The contradiction so puzzling to the ordinary way of thinking comes from the fact that we have to use language to communicate our inner experience which in its very nature transcends linguistics.”

D. T. Suzuki

“The problems of language here are really serious. We wish to speak in some way about the structure of the atoms . . . But we cannot speak about atoms in ordinary language.”

W. Heisenberg

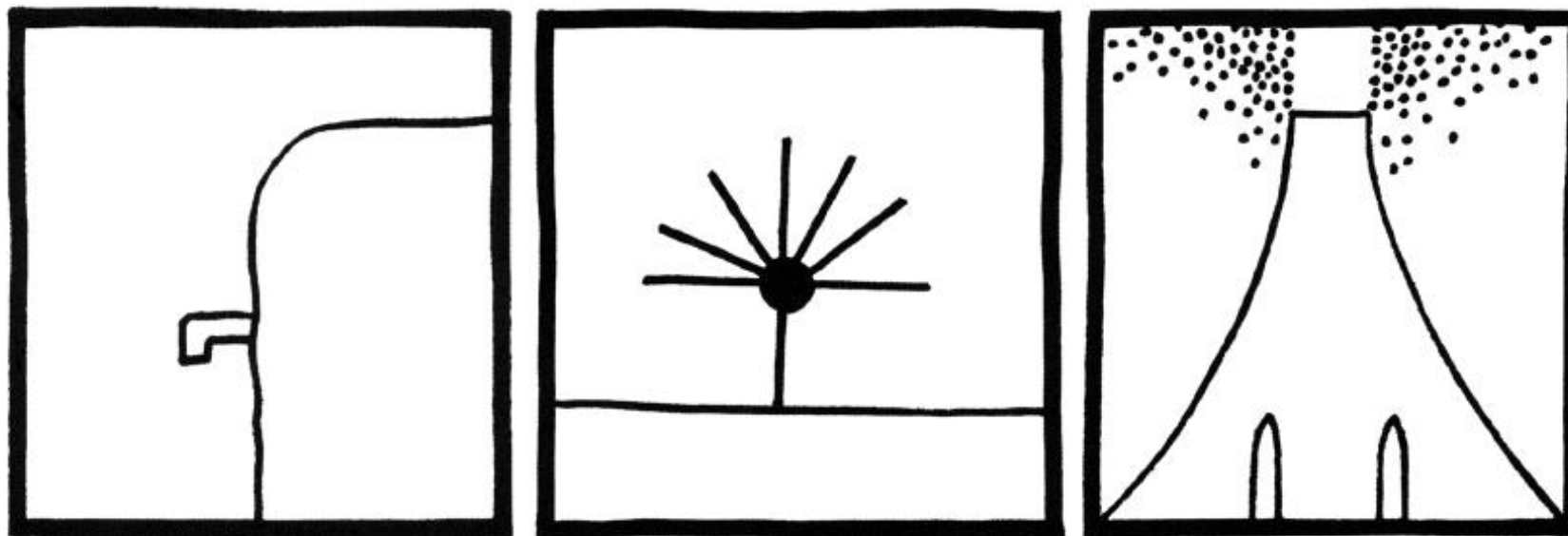
BEYOND LANGUAGE

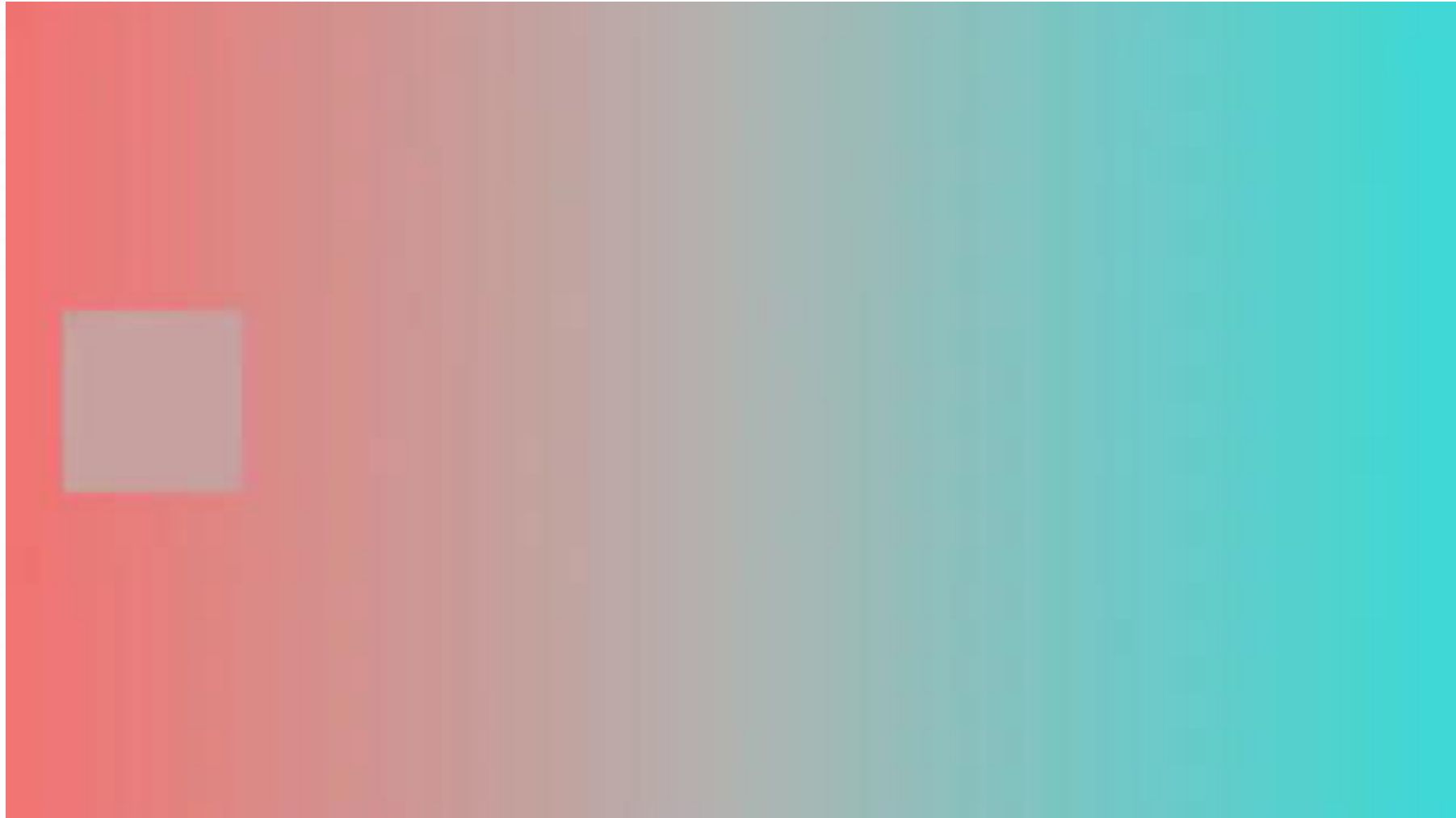


THE OBJECT
(X)



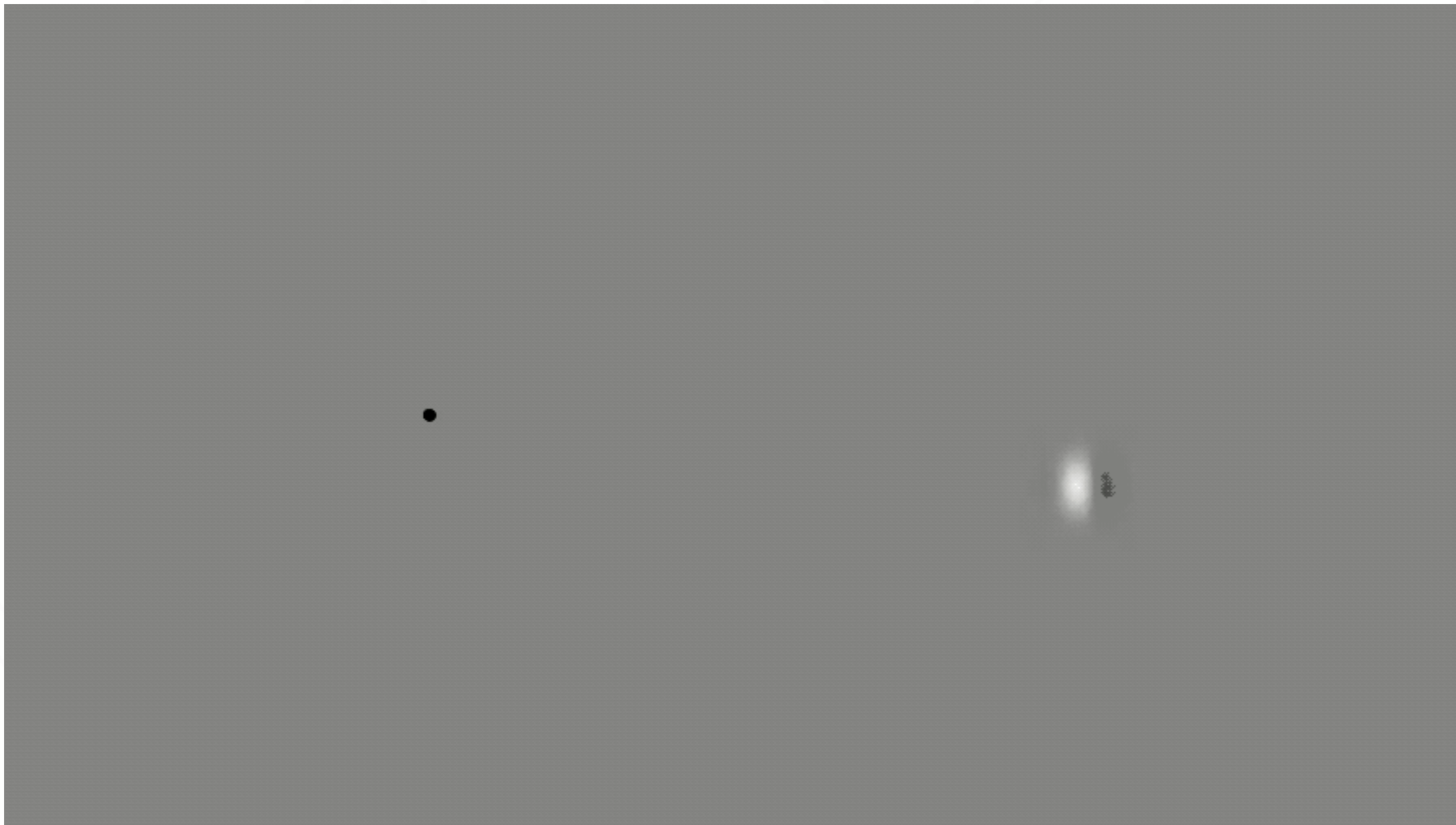
MIND
($X_1, X_2, X_3, \dots, X_n, \dots$)





A moving square appears to change in color, though the color is constant.

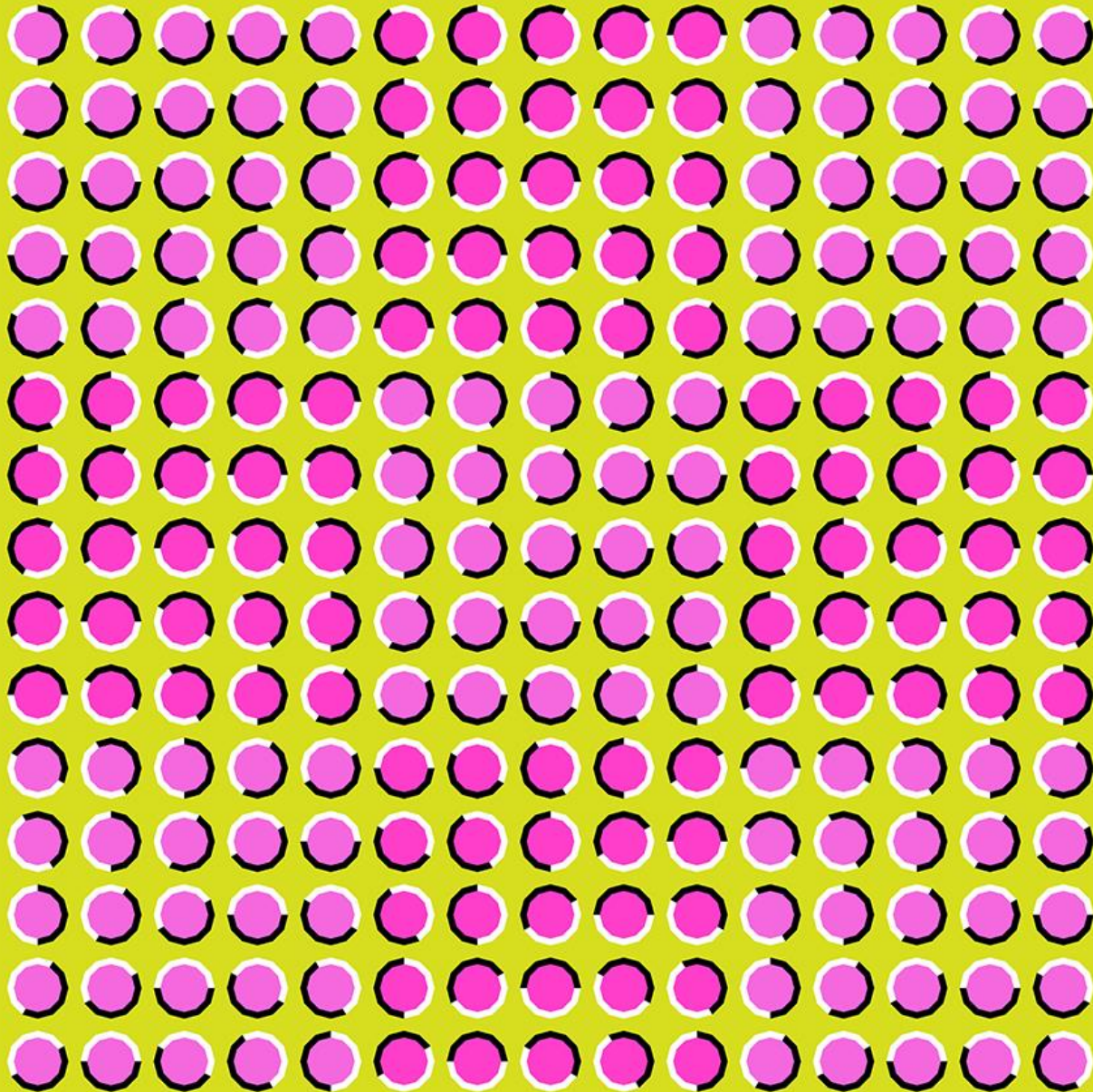
Akiyoshi Kitaoka



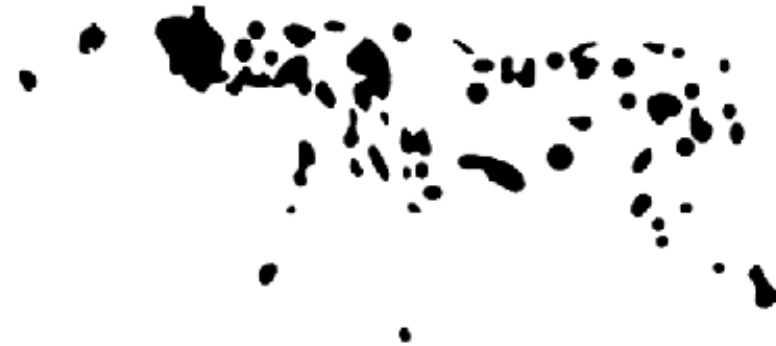
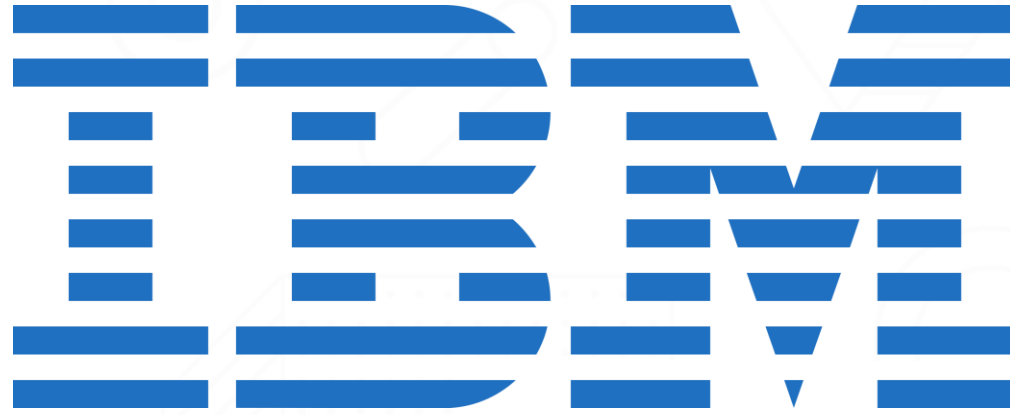
In what direction is the object on the right moving?



The apparent lightening of tile B is a story told by our brains.



Your eyes tell the brain what it _____
and the brain _____ in the missing
information.



Proximity seeing objects close to each other as forming a group.

FedEx

closure bringing something into being, making something real



Similarity perceiving objects that share similar visual characteristics as belonging to the same group or category.



snooty peacock

Multi-stability perceiving seeing two different things within a single image.



amazon



Continuity perceiving elements aligned with each other as visually associated.

~~Our BlueMotion range combines~~
~~lighter materials, enhanced~~
~~aerodynamics, economical engines~~
~~and tyres that create less friction,~~
~~which saves you fuel and can~~
~~reduce your tax, which means you~~
~~will have more money.~~

Another example of Volkswagen efficiency.



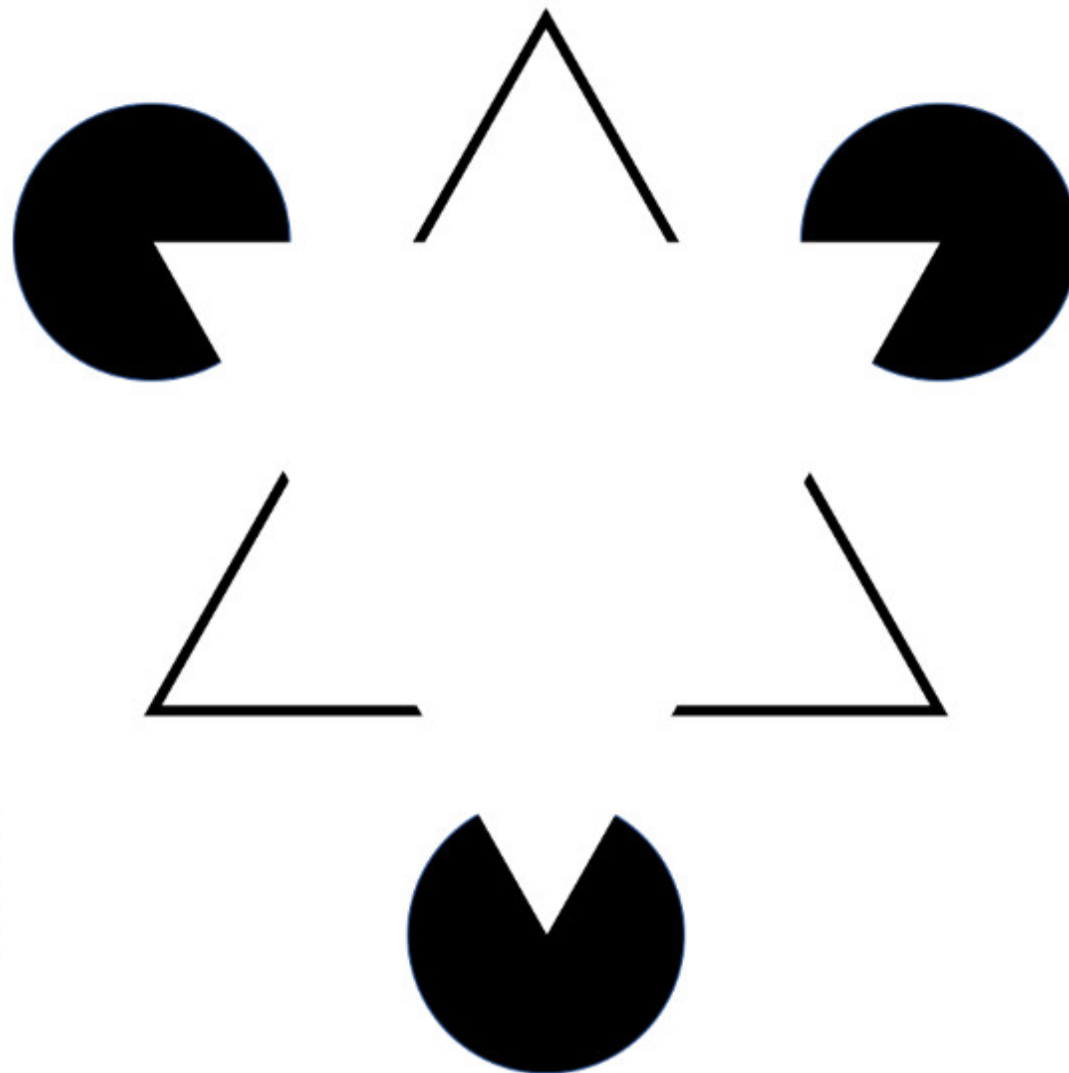
LISTENING *used cars* TO YOUR
FAVORITE *insurance* RADIO
STATION CAN *monster truck rally*
GET PRETTY PAINFUL *skin care*
WHEN *fitness center* YOU'RE
BEING *night club* INTERRUPTED
WITH ADS *shoe product* EVERY
OTHER *dot com* MINUTE.

This message brought to you by



SATELLITE
RADIO

fromc-designtop-inSgIGHTs



determined into being

AWARENESS CONFOUNDING FACTORS

General Threats to the Internal Validity of a Research Study

Source of the Threat	Description of the Threat
Environmental Variables	<p>General Threats for All Designs</p> <p>If two treatments are administered in noticeably different environments, then the internal validity of the study is threatened. For example, if one treatment is administered in the morning and another at night, then any difference obtained may be explained by the time of day instead of treatment.</p>
Assignment Bias	<p>Participant-Related Threats For Designs that Compare Different Groups</p> <p>If the participants in one treatment condition have characteristics that are noticeably different from the participants in another treatment, then the internal validity of the study is threatened. For example, if the participants in one treatment are older than the participants in another treatment, then any difference between the treatments may be explained by age instead of the treatment.</p>
History	<p>Time-Related Threats for Designs that Compare One Group over Time</p> <p>If outside events influence the participants differently in one treatment than in another, then the internal validity is threatened. Any difference between treatments could be explained by the outside events instead of the treatment.</p>
Maturation	<p>If participants experience physiological or psychological changes between treatments, then the internal validity is threatened. Any differences between treatments could be explained by the changes instead of the treatment.</p>
Instrumentation	<p>If the measurement instrument changes from one treatment to another, then the internal validity is threatened. Any differences between treatments could be explained by the measuring instrument instead of the treatment.</p>
Testing Effects	<p>If the experience of being in one treatment influences the participants' scores in another treatment, then the internal validity is threatened. Any differences between treatments could be explained by the prior experience instead of the current treatment.</p>
Statistical Regression	<p>If participants have extreme scores (high or low) in the first treatment, then the internal validity is threatened. A change toward more average scores in later treatments could be explained by regression instead of the treatment.</p>

General Threats to the External Validity of a Research Study

Source of the Threat	Description of the Threat
Participants	<p>Characteristics that are unique to the specific group of participants in a study may limit ability to generalize the results of the study to individuals with different characteristics. For example, results obtained from college students may not generalize to noncollege adults.</p>
Features of the Study	<p>Characteristics that are unique to the specific procedures used in a study may limit ability to generalize the results to situations in which other procedures are used. For example, the results obtained from participants who are aware that they are being observed and measured may not generalize to situations in which the participants are not aware that measurement is occurring. Also, results obtained with one experimenter might not generalize to a different experimenter.</p>
Measurements	<p>Characteristics that are unique to the specific measurement procedure may limit ability to generalize the results to situations in which a different measurement procedure is used. For example, the results obtained from measurements taken immediately after treatment may not generalize to a situation in which measurements are taken 3 months after treatment.</p>

from mc-design to top-inSIGHTs

Formal review processes

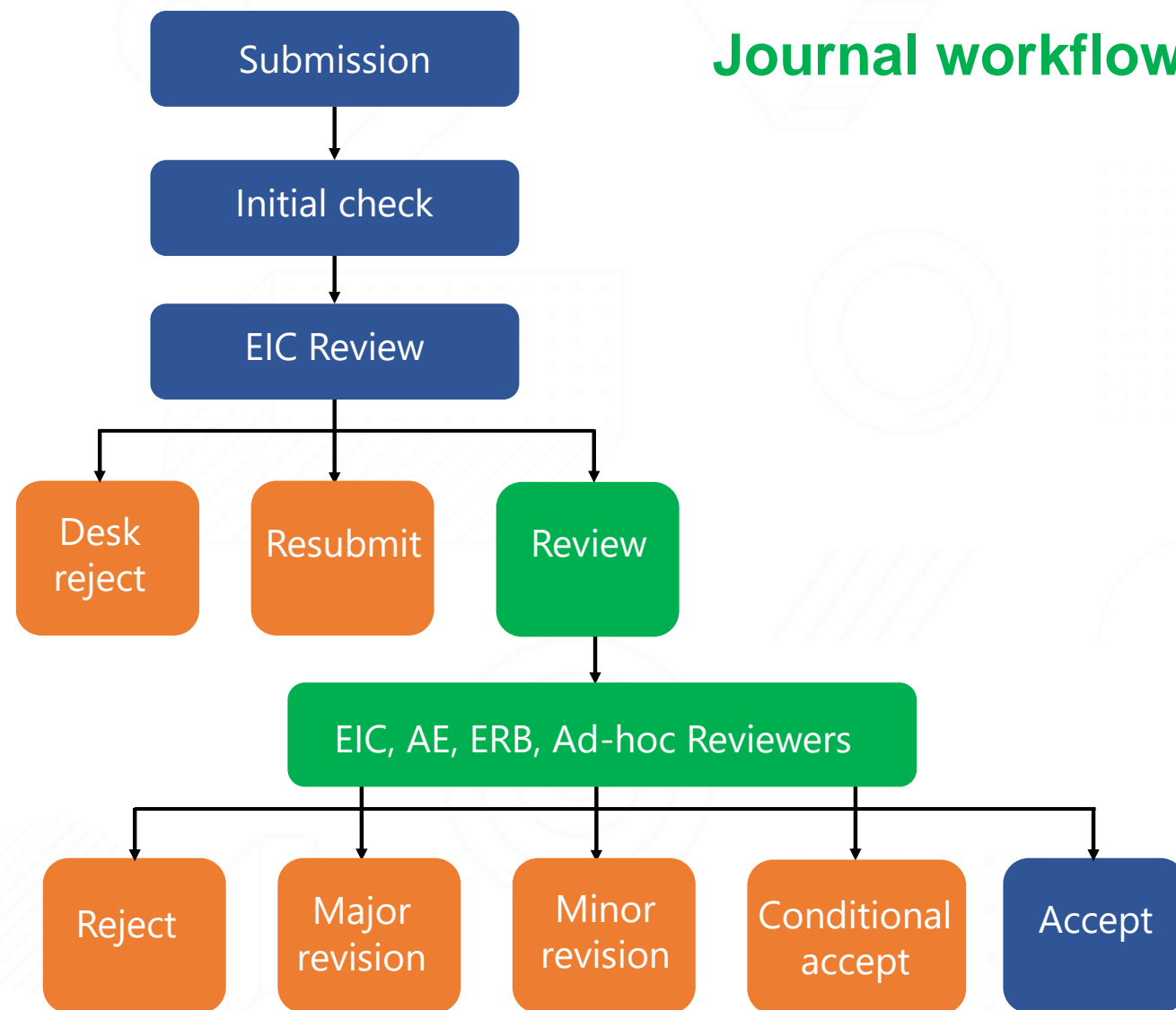
Editors' view

- What is the main message?
- Who care?
- Is the message valid?
- Will they change their behaviors?



- **Relevance**
- **Rigor**

Journal workflow



Invitation to Review for AMJ

date-month-year

Dear Reviewer,

Manuscript ID AMJ-22-0XY entitled "Invitation to review for AMJ" has been submitted to Australasian Marketing Journal.

...

Australasian Marketing Journal is committed to ensuring that the peer-review process is as robust and ethical as possible. The Committee on Publication Ethics (COPE) guidelines regarding peer review can be found at the following link. Please read the guidelines before accepting or declining my invitation.

http://publicationethics.org/files/Ethical_guidelines_for_peer_reviewers_0.pdf.

...

I realise that our expert reviewers greatly contribute to the high standards of the Journal, and I thank you for your present and/or future participation.

Sincerely,
Editor, Australasian Marketing Journal

AUTHOR(S)

MANUSCRIPT

- Introduction
- Theory development
- Methods
- Findings
- Implications

**JOURNAL'S
EDITORS**

REVIEWERS

PHENOMENON

Criteria to evaluate:

- Novel
- Actionable

Content to look at:

- What do we know
- What don't we know
- What we will learn

► Suggest improvements

AUTHOR(S)

MANUSCRIPT

- Introduction
- Theory development
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**JOURNAL'S
EDITORS**

REVIEWERS

RELEVANCE

Theoretical relevance

- Common ground
- Challenges/gaps
- Course of action

Practical relevance

- Operational variables
- Outcome variables

► Suggest improvements

AUTHOR(S)

MANUSCRIPT

- Introduction
- Theory development
- Methods
- Findings
- Implications

**JOURNAL'S
EDITORS**

REVIEWERS

RIGOR

Theoretical rigor

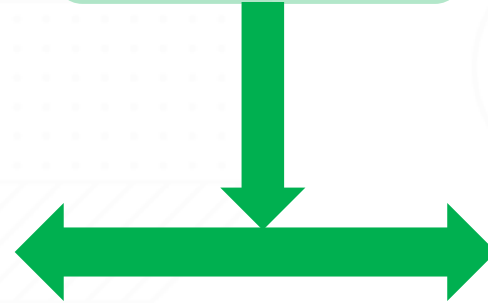
- Precision and clarity of the conceptualization of focal variables
- Conceptual logic explaining why the focal variables are related as proposed
- Engaging prior studies
- ▶ Suggest improvements

AUTHOR(S)

MANUSCRIPT

- Introduction
- Theory development
- Methods
- Findings
- Implications

**JOURNAL'S
EDITORS**



REVIEWERS

RIGOR

Methodological rigor

Appropriateness

- research design
- measurement issues
- sample, characteristics, representativeness
- analytical methods

Completeness and clarity

- reporting of results

Reliability and validity

► Suggest improvements

fromc-desigNtop-inSgIGHTs

Respond to reviewers' and editors' comments

1. Read the comments thoroughly
2. Maintain a professional tone
3. Thank the reviewers and editors
4. Respond to each comment individually
5. Provide supporting evidence
6. Revise your manuscript
7. Be transparent about limitations
8. Seek clarification if needed
9. Proofread your response
10. Submit your response

fromc-desigNtop-inSgIGHTs

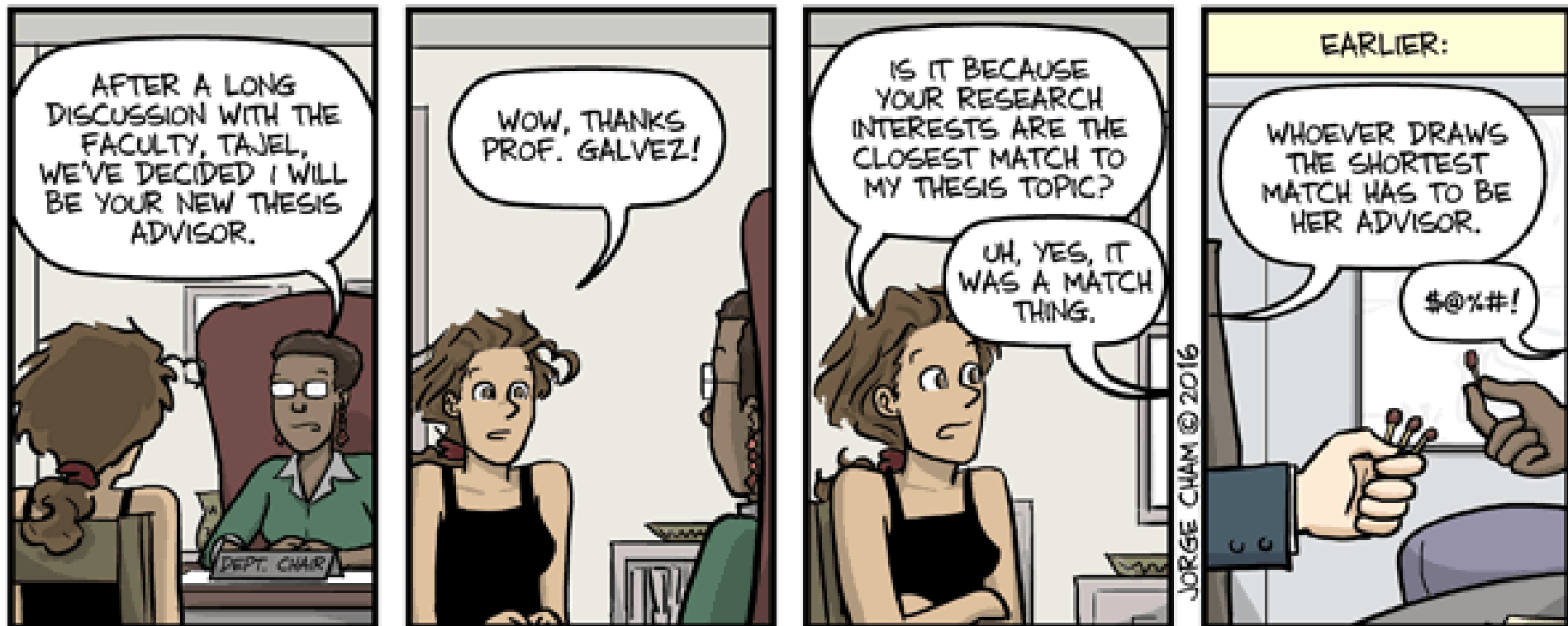
**Toward academic and
professional success**



How Will You Measure Your Life?

Don't reserve your best business thinking for your career.

[BY CLAYTON M. CHRISTENSEN]



WWW.PHDCOMICS.COM

The best day of your life is the one on which you decide your life is your own. No apologies or excuses. No one to lean on, rely on, or blame. The gift is yours – it is an amazing journey – and you alone are responsible for the quality of it. This is the day your life really begins.

- Bob Moawad

The elements of value pyramid

Social impact



SELF-TRANSCENDENCE

Life changing



PROVIDES HOPE



SELF-ACTUALIZATION



MOTIVATION



HEIRLOOM



AFFILIATION/BELONGING

Emotional



REDUCES ANXIETY



REWARDS ME



NOSTALGIA



DESIGN/AESTHETICS



BADGE VALUE



WELLNESS



THERAPEUTIC VALUE



FUN/ENTERTAINMENT



ATTRACTIVENESS



PROVIDES ACCESS

Functional



SAVES TIME



SIMPLIFIES



MAKES MONEY



REDUCES RISK



ORGANIZES



INTEGRATES



CONNECTS



REDUCES EFFORT



AVOIDS HASSLES



REDUCES COST



QUALITY



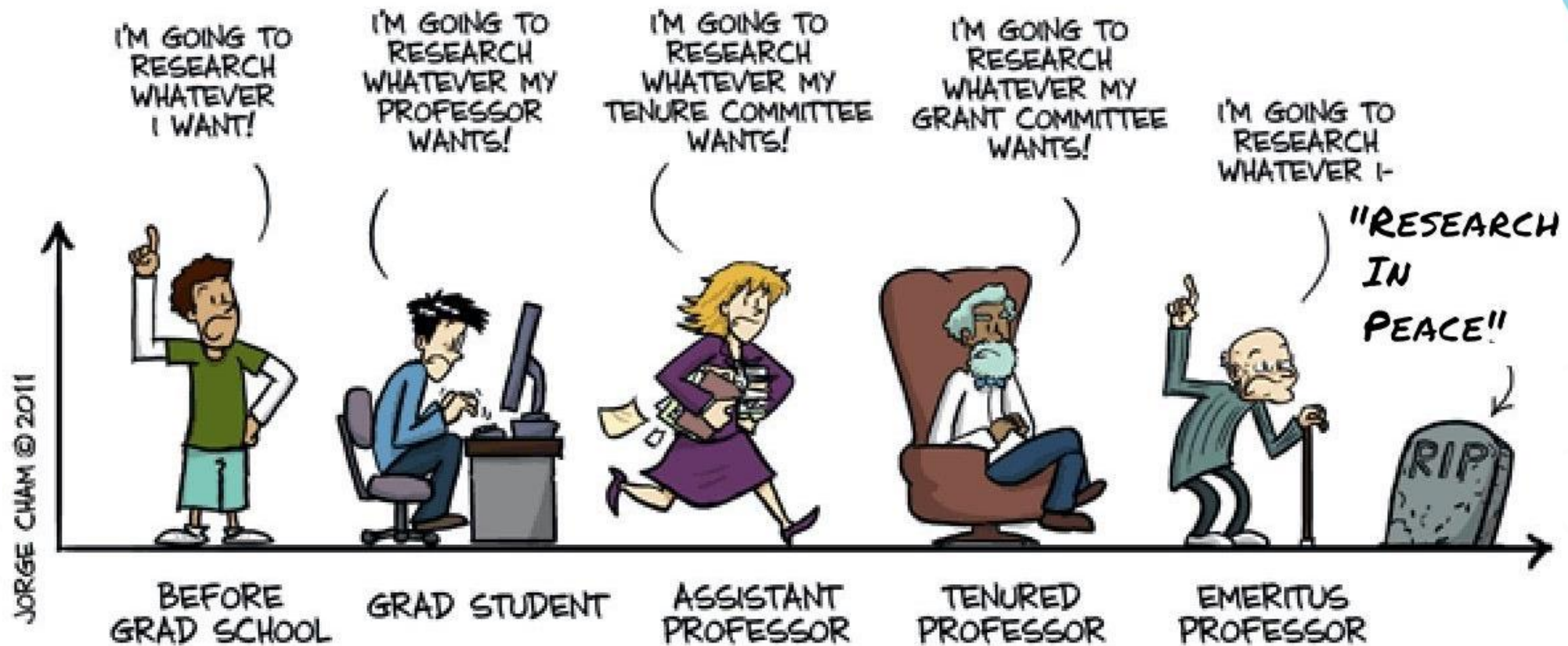
VARIETY



SENSORY APPEAL



INFORMS



from mc-design to top-inSIGHTs