

Extending the Theory of Reasoned Action on Antecedents to Consumer Repurchase Intentions

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Abstract

The fast food industry in Pakistan is at the maturity stage and highly competitive. Retaining old customers and attracting new ones has become difficult in the fast food sector. Therefore, fast food businesses have increased their focus on stimulating repurchase intentions. This study has extended the theory of reasoned action for examining the effect of service quality, customer satisfaction, trust and word-of-mouth communication on customer repurchase intentions in the fast food sector of Karachi. The sample size for the study was 253 with a response rate of 95%. The data was collected from the customers of preselected fast food restaurants. The empirical results show that word-of-mouth communication has the strongest effect on consumer repurchase intentions, followed by trust, service quality and customer satisfaction. The findings are consistent with earlier studies on consumer repurchase intentions. The fast food sector should use word of mouth communication for attracting customers. Word-of-mouth communication is an economical marketing strategy and has the potential to reach a large audience. However, the fast food sector should also consider other antecedents of repurchase intentions (i.e. customer satisfaction, trust and service quality) to avoid negative word-of-mouth communication.

Keywords: *Service quality, customer satisfaction, trust, word-of-mouth communication, consumer repurchase intentions.*

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Introduction

Consumers repurchase intentions are important for the long-term success of a business entity (Hellier, Geursen, Carr & Rickard, 2003). Competition in the fast food sector has increased significantly, therefore, firms have emphasized on retaining existing customers and attracting new ones. Past studies have found that the cost of retaining existing customers is significantly lower than attracting new customers (Butcher et al., 2002). There are a number of factors that influence consumer repurchase intentions in the fast food sector, such as service quality, word-of-mouth communication, customer satisfaction and trust.

Service quality and customer satisfaction are important predictors of consumer repurchase intentions. However, service quality also has a direct link with customer satisfaction in the services sector (Zeithaml et al., 1996). Park et al., (2007) argues that highly satisfied customers tend to repurchase the same brand as compared to dissatisfied customers. Prior research has also identified word-of-mouth communication and trust for stimulating consumer repurchase intentions. Trust has a direct link with word-of-mouth communication. Positive word-of-mouth communication also affects consumers attitude towards a brand (Mudassar, Talib, Cheema & Raza, 2013). This study has extended the theory of reasoned action for measuring the effect of service quality, satisfaction, word-of-mouth communication and trust on consumer repurchase intentions.

Literature Review

Theory of Reasoned Action

The theory of reasoned action was developed in the late 1960s (Albarracin, Johnson, Fishbein & Muellerleile, 2001). The theory has been extensively used in previous research for explaining consumer behavior. The theory has four main components, i.e. actual behavior, behavioral intentions, attitude and subjective norms. The theory postulates that consumers behavioral intentions have a positive and significant effect on actual behavior. In addition, behavioral intentions are also affected by attitudes and subjective norms (Madden, Ellen & Ajzen, 1992). Attitude is the internal trait of an individual while subjective norm is an external factor which is inclusive of culture and peers. However, the theory also has a key limitation, i.e. consumers are not rational and their decision making process is not as systematic as has been envisaged in the theory of reasoned action. It has been argued that consumer's actual behavior also depends on time and financial constraints (Albarracin, Johnson, Fishbein & Muellerleile, 2001). Therefore, a variable of perceived behavior control was added in the theory of reasoned action and it was renamed as the theory of planned behavior (Madden, Ellen & Ajzen, 1992). The conceptual framework has four independent variables. Word-of-

mouth communication is an external factor that has been explained through subjective norms. On the contrary, service quality, customer satisfaction and trust are internal factors that have been explained through attitude.

Consumer Repurchase Intentions

Consumer repurchase intentions are defined as “the customer’s decision to engage in future activity with a service provider and what form this activity will take” (Hume, Mort & Winzar, 2007). Consumer repurchase intentions are of two types. The first type is “the intention to re-buy” and the second type is “the intention to engage in positive word-of-mouth communication” (Zeithaml et al., 1996). Consumers that have a good experience from buying a product are likely to repurchase it again (Butcher et al., 2002). Loyalty and consumer repurchase intentions are closely related. Loyalty is customers’ commitment to repurchase a product or service over-time (Oliver, 1999). Loyalty is not directly associated with positive and negative repurchase intentions. Both repurchase intentions and loyalty are strong predictors of actual behavior as compared to service quality or customer satisfaction (Oliver, 1999). Satisfaction is generally considered a strong predictor of consumer repurchase intentions. But researchers have also used constructs such as mood, past experience, value, convenience, service quality, customer familiarity and service failure (Liljander & Tore, 1997; Butcher et al., 2002; Slogland & Siguaw, 2004; Anderson & Sullivan, 1993). In addition, value is also an antecedent of consumer repurchase intentions and loyalty (Patterson & Spreng, 1997). Past studies have also used value as a moderating variable on the relationship between service quality and customer satisfaction (Caruana et al., 2000).

Service Quality and Consumer Repurchase Intentions

From a consumer perspective, service quality depends upon the excellence of a product or service, conformance to specifications and value (Hennig-Thurau, 2004; Olsen, 2002). Service quality also depends upon value judgments and perceptions which may vary from one customer to another (Park et al., 2007; Palmer et al., 2000; Brady & Cronin Jr., 2001). Prior studies have found that service quality has a positive effect on consumer repurchase intentions (Zeithaml et al., 1996, Park et al., 2007). The positive relationship between service quality and consumer repurchase intentions have been widely documented using different models of service quality (Zeithaml et al., 1996). Several studies have also reported that service quality indirectly effects consumer repurchase intentions through brand image and customer satisfaction. Omar et al., (2010) has found that customer satisfaction mediates the relationship between service quality and consumer repurchase intentions. On the contrary, Laroche et al., (2005) argues that service quality mediates the relationship between perceived risk and consumer repurchase intentions. Liu et al., (2011) examined the antecedents of consumer repurchase intentions in the hospital industry and found a positive relationship with perceived service quality. The relationship between service quality and consumer

repurchase intentions have also been examined in universities. For example, Tsiotsou (2005) using a sample of 204 respondents from a university found a strong relationship between service quality, satisfaction and consumer repurchase intentions.

H1: Service quality has a positive impact on consumer repurchase intentions.

Customer Satisfaction and Consumer Repurchase Intentions

Customer satisfaction is an important construct in marketing and a strong predictor of consumer repurchase intentions (McQuitty et al., 2000). Customer satisfaction depends upon customer expectations and actual experience. Customers will be highly satisfied when their actual experience from consuming the product exceeds their expectations. On the contrary, customers will be dissatisfied when their actual experience is below their expectations (Oliver, 1999). Ibzan et al., (2016) suggests that highly satisfied customers are more likely to repurchase the product in the long run. A positive relationship between customer satisfaction and consumer repurchase intentions is important for sustainable growth. However, this relationship is contingent on factors including customer expectations, attitude, biasness and product category (Mittal & Kamakura, 2001). Past studies have found that highly satisfied customers tend to repurchase the same brand as compared to dissatisfied customers (Lysonski & Durvasula, 2008; Eggert & Ulaga, 2002; Fullerton, 2005; Hennig-Thurau, 2004).

Many organizations find it difficult to manage customer satisfaction and consumer repurchase intentions. The prominent factors that influence customer satisfaction and consumer repurchase intentions include age, gender and marital status (Mittal & Kamakura, 2001). Bolton, Lemon & Verhoef (2004) suggest that organizations should develop and implement customer relationship management strategies for enhancing customer satisfaction and consumer repurchase intentions. Organizations should also focus on developing and nurturing a relationship with customers. In this regard, organizations should segment and develop strategies for existing and new customers (Thomas, Blattberg & Fox, 2004; Zeithaml, 1996).

H2: Customer satisfaction has a positive impact on consumer repurchase intentions.

Trust and Consumer Repurchase Intentions

In relationship marketing, trust refers to a consumer's willingness to maintain a sustainable relationship with buyers. In other words, trust reflects consumers' confidence on the reliability of a product and sellers' transactional behavior (Hennig-Thurau, 2004). Trust is also important for stimulating consumer repurchase intentions. It has been argued

that trust develops slowly over a period of time. Trust also increases when consumers are confident that sellers will not behave opportunistically (Palmer et al., 2000). Trust is also considered to be an important determinant of consumer repurchase intentions and based on a customer's emotional experience (Verhoef et al., 2009).

Prior studies have found that the elements of trust individually and collectively effect consumer repurchase intentions (Park et al., 2007, Palmer et al., 2000). There are two main elements of trust which include belief and perception. Both the elements of trust have a strong influence on consumer repurchase intentions. Yoon (2002) found that trust and satisfaction are highly correlated and both positively affect consumer repurchase intentions. On the contrary, Kenney & Khanfar (2009) found that satisfaction is the antecedent to trust. Mosavi & Ghaedi (2012) suggests that there is a strong positive relationship between trust and behavioral intentions. The study also added that behavioral intention also stimulates consumer repurchase intentions.

H3: Trust has a positive impact on consumer repurchase intentions.

Word-of-Mouth Communication and Consumer Repurchase Intentions

Word-of-mouth communication helps consumers in the selection of a product or service (Kitapci, Akdogan & Dortyol, 2014; Mazzarol, Sweeney & Soutar, 2007). The influence of word-of-mouth communication on consumer repurchase intentions depends on the strength of the message and its delivery (Mazarrol et al., 2007). Word-of-mouth communication is also a primary source of information for changing consumer attitude and behavior. It can be positive or negative. Satisfied consumers will be a source of positive word-of-mouth communication for a product, while dissatisfied consumers may lead to negative word-of-mouth communication. Positive word-of-mouth communication also tends to promote consumer repurchase intentions. On the contrary, negative word-of-mouth communication has an adverse influence on consumer repurchase intentions (Fang et al., 2011).

Past studies have found that positive word-of-mouth communication is nine times more effective than the traditional advertisement (Kitapci, Akdogan & Dortyol, 2014). Therefore, word-of-mouth communication is considered a strong medium for changing consumer attitude and behavior towards a product (Mazzarol, Sweeney & Soutar, 2007). Word-of-mouth communication is an inexpensive tool for reaching a large audience as compared to traditional communication mediums. Therefore, firms have increased their reliance on word-of-mouth communication (Chawdhary & Dall'Olmo Riley, 2015). Positive word-of-mouth communication also helps in explaining complex product attributes and enhancing consumer loyalty (Mudassar et al., 2013). Chawdhary & Dall'Olmo Riley (2015) argues that customer satisfaction does not remain constant and tends to decline over time. Firms

use word-of-mouth communication to stop the declining trend in customer satisfaction (Chevalier & Mayzlin, 2006). Generally, consumers have a negative attitude towards advertisements. As word-of-mouth communication is not initiated by firms, therefore, it is found to be more effective in changing consumer attitude and behavior (Andersan & Sullivan, 1993).

H4: Word-of-mouth communication has a positive impact on consumer repurchase intentions.

Conceptual Framework

Based on the earlier literature, a conceptual framework has been developed. The conceptual framework is presented in Figure 1.

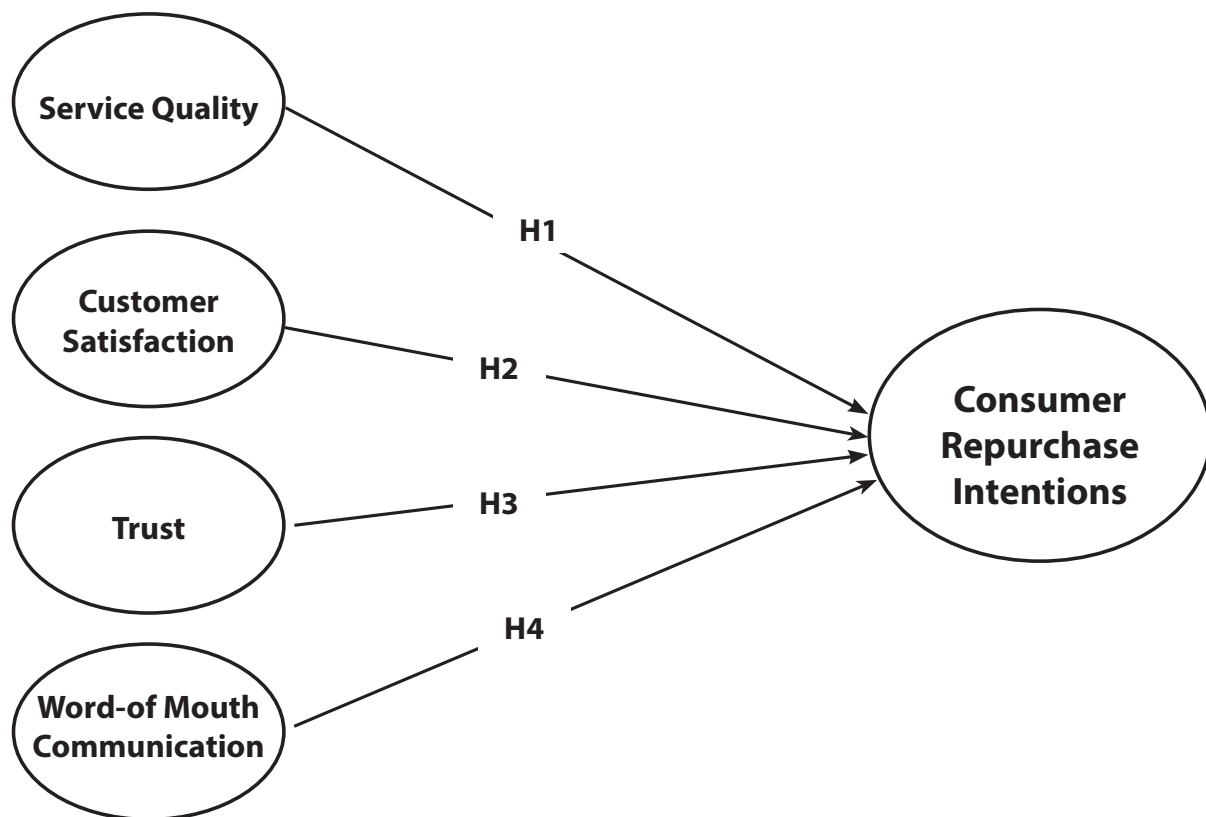


Figure 1: Conceptual Framework

Methodology

Data and Respondents Profile

The research population for the study includes consumers who frequently visit fast food restaurants in Karachi. The sample size for the study was 253. The data was collected from selected fast food restaurants in Karachi during business hours. The total respondents comprise of 36% males and 64% females. 65% of the respondents were single and 35% were married. In terms of age, 25% were in the age group of 25-35 years, 20% were in the age group of 36-45 and the rest were 46 years or older. Additionally, 45% were self-employed and the remaining 55% were employed in public or private organizations.

Measures and Scales

The questionnaire for measuring the constructs was adapted from the earlier literature. This questionnaire has five variables and 31 items all based on five point Likert scale. Five indicates strongly agree and one indicates strongly disagree. A summary of the scales and measures is presented in Table 1.

Table 1: Summary of Scales and Measures

Constructs	Authors	Items
Service Quality	Brady et al., (2001)	16
Trust	Fang et al., (2011)	5
Customer Satisfaction	Fang et al.,(2011)	4
Word-of-Mouth Communication	Wolfenbarger & Gilly (2003)	3
Consumer Repurchase Intentions	Eggert & Ulaga (2002)	3

Statistical Analysis

SPSS version 21 was used for analyzing the data. The internal consistency of the adapted scales was examined through reliability analysis. In addition, the univariate normality, convergent validity, discriminant validity of the constructs was carried out prior to regression analysis. The results from the abovementioned statistical analysis are provided in the following sections.

Results

Descriptive Statistics

The descriptive statistics of the research variables are reported in Table 2.

Table 2: Descriptive Statistics

	Mean	Standard Deviation	Cronbach Alpha	Skewness	Kurtosis
Service Quality	3.23	.80	.83	.68	2.56
Trust	3.24	.89	.77	-.08	.73
Customer Satisfaction	3.21	1.10	.61	3.01	2.71
Word-of-Mouth Communication	3.10	.91	.78	-.16	-.68
Consumer Repurchase Intentions	3.19	.90	.78	-.22	-.37

The descriptive statistics suggest that customer satisfaction has the highest skewness ($M = 3.21$, $SD = 1.10$, $SK = 3.01$), while trust has the lowest skewness ($M = 3.24$, $SD = 0.89$, $SK = -0.08$). Similarly, customer satisfaction has the highest kurtosis ($M = 3.21$, $SD = 1.10$, $K = 2.71$) and consumer repurchase intentions has the lowest kurtosis ($M = 3.19$, $SD = 0.90$, $SK = -0.37$). As the kurtosis and skewness values lie within the range of ± 3.5 , the constructs fulfill the requirement of univariate normality (Junior et al., 1992). In addition, service quality has the highest Cronbach's alpha ($M = 3.23$, $SD = 0.80$, $\alpha = 0.83$) and customer satisfaction has the lowest Cronbach's alpha ($M = 3.21$, $SD = 1.10$, $\alpha = 0.61$). All the Cronbach's alpha values are greater than 0.6, therefore, the adapted constructs are internally consistent (Junior et al., 1992).

Correlations Analysis

The study performed correlations analysis to examine the linear association between the research variables. The results are reported in Table 3.

Table 3: Correlations Analysis

Constructs	SQ_T	CS_T	TR_T	WOM_T	RI_T
Service Quality	1.00				
Customer Satisfaction	0.52	1.00			
Trust	0.62	0.53	1.00		
Word-of-Mouth Communication	0.60	0.62	0.63	1.00	
Consumer Repurchase Intentions	0.60	0.58	0.64	0.62	1.00

The results suggest that consumer repurchase intentions have the highest correlation with trust. On the contrary, customer satisfaction had the lowest correlation with service quality. Therefore, it is inferred that the constructs are unique and distinct in nature. In

addition, there is unlikely to be a multi-collinearity problem (Junior et al., 1992, Benesty et al., 2009).

Convergent Validity

Convergent validity is inferred through Cronbach's Alpha and variance explained values. The results are presented in Table 4.

Table 4: Convergent Validity

Construct	Cronbach's Alpha	Variance Explained	Mean	S.D
Service Quality	.83	52.9%	3.23	.80
Trust	.77	56.4%	3.24	.89
Customer Satisfaction	.61	51.9%	3.21	1.10
Word-of-Mouth	.78	46.9%	3.10	.91
Consumer Repurchase Intentions	.78	41%	3.19	.90

Table 4 shows that all the Cronbach's alpha values are greater than 0.60. In addition, the variance explained for all the constructs are greater than 40%. Thus, the data set fulfills the requirement of convergent validity (Cunningham et al., 2001).

Discriminant Validity

The results from discriminant validity tests are presented in Table 5.

Table 5: Discriminant Validity

Construct	SQ_T	CS_T	TR_T	WOM_T	RI_T
Service Quality	0.81				
Customer Satisfaction	0.27	0.79			
Trust	0.38	0.28	0.84		
Word-of-Mouth Communication	0.36	0.38	0.40	0.73	
Consumer Repurchase Intentions	0.36	0.34	0.41	0.38	0.77

The diagonal values in bold are square roots of variance explained. The rest of the values are square of each pair of correlation. The diagonal values are greater than the squared correlation values. Therefore, the data fulfills the requirement of discriminant validity (Fornell & Larcker, 1981).

Multiple Regression Analysis

The study examined the influence of predictor variables (i.e. service quality, customer satisfaction, trust and word-of-mouth communication) on consumer repurchase intentions through multiple regression analysis. The results are presented in Table 6.

Table 6: Multiple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	β	Std. Error	Beta			
Constant	.437	.174			2.513	.013
Service Quality	.231	.068	.205		3.410	.001
Customer Satisfaction	.211	.062	.210		3.414	.001
Trust	.168	.047	.206		3.584	.000
Word-of-Mouth Communication	.253	.063	.258		4.007	.000

Dependent Variable: Consumer Repurchase Intentions (Adjusted R^2 =.529, F = 71.64, p <0.05).

The regression results show that the predictor variables (i.e. service quality, customer satisfaction, trust and word-of-mouth communication) explain 52.9% of variance in the dependent variable (Adjusted R^2 =.529, F = 71.64, p <0.05). It was also found that word-of-mouth communication (β = .258, p <.05), customer satisfaction (β =.210, p <.05), trust (β =.206, p <.05) and service quality (β = .205, p <.05) have a significant influence on consumer repurchase intentions.

Service Quality and Consumer Repurchase Intentions

The first hypothesis states that service quality has a positive impact on consumer repurchase intentions. The simple regression results are presented in Table 7.

Table 7: Simple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	β	Std. Error	Beta			
Constant	1.005	.190			5.287	.000
Service Quality	.676	.057	.600		11.858	.000

Dependent Variable: Consumer Repurchase Intentions (Adjusted R^2 =.357, F = 140.6, p <0.05).

The regression results suggest that service quality has a positive and statistically significant effect on consumer repurchase intentions. Thus, we find support for the first hypothesis. In addition, service quality explains 35.70% of the variance in consumer repurchase intentions (Adjusted $R^2=.357$, $F=140.6$, $p<0.05$).

Customer Satisfaction and Consumer Repurchase Intentions

The second hypothesis states that customer satisfaction has a positive impact on consumer repurchase intentions. The simple regression results are presented in Table 8.

Table 8: Simple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	β	Std. Error	Beta	T	
Constant	1.665	.142		11.726	.000
Customer Satisfaction	.476	.042	.584	11.383	.000

Dependent Variable: Consumer Repurchase Intentions (Adjusted $R^2=.339$, $F=129.57$, $p<0.05$).

The regression results suggest that customer satisfaction has a positive and statistically significant effect on consumer repurchase intentions. Thus, we find support for the second hypothesis. In addition, customer satisfaction explains 33.90% of the variance in consumer repurchase intentions (Adjusted $R^2=.339$, $F=129.57$, $p<0.05$).

Trust and Consumer Repurchase Intentions

The third hypothesis states that trust has a positive impact on consumer repurchase intentions. The simple regression results are presented in Table 9.

Table 9: Simple Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	β	Std. Error	Beta	T	
Constant	1.207	.169		7.127	.000
Trust	.613	.050	.610	12.168	.000

Dependent Variable: Consumer Repurchase Intentions (Adjusted $R^2=.369$, $F=148.063$, $p<0.05$).

The regression results suggest that trust has a positive and statistically significant effect

on consumer repurchase intentions. Thus, we find support for the third hypothesis. In addition, trust explains 36.90% of the variance in consumer repurchase intentions (Adjusted $R^2=.369$, $F= 148.063$, $p<0.05$).

Word-of-Mouth Communication and Repurchase Intentions

The fourth hypothesis states that word-of-mouth communication has a positive impact on consumer repurchase intentions. The simple regression results are presented in Table 10.

Table 10: Simple Regression Results

Model	Unstandardized Coefficients	Standardized Coefficients		T	Sig.
	β	Std. Error	Beta		
Constant	1.233	.154		7.999	.000
Word-of-Mouth Communication	.632	.048	.642	13.253	.000

Dependent Variable: Consumer Repurchase Intentions (Adjusted $R^2=.410$, $F= 175.652$, $p<0.05$).

The regression results suggest that word-of-mouth communication has a positive and statistically significant effect on consumer repurchase intentions. Thus, we find support for the fourth hypothesis. In addition, word of mouth explains 41% of the variance in consumer repurchase intentions (Adjusted $R^2=.410$, $F= 175.652$, $p<0.05$).

Conclusion

The study examined the influence of predictor variables (i.e. service quality, customer satisfaction, trust and word-of-mouth communication) on consumer repurchase intentions. The conceptual framework of the study was based on the theory of reasoned action. The empirical results suggest that word-of-mouth communication has the strongest impact on consumer repurchase intentions, followed by trust, service quality and customer satisfaction. The findings of the study support the hypothesis and are consistent with the previous literature. The overall results of the study imply that managers should emphasize word-of-mouth communication for stimulating consumer repurchase intentions. In addition, managers should not ignore the role of other factors such as service quality, trust and customer satisfaction while developing marketing strategies. This study was limited to the fast food industry in Karachi. Therefore, the results cannot be generalized in other contexts. Future studies may examine the role of other antecedents of consumer repurchase intentions in Pakistan.

Annexure 1

Construct and Items Used in the Questionnaire

Service Quality

1. Generally, the employees provide the service reliably, consistently, and dependably
2. Generally, the employees are willing and able to provide service in a timely manner
3. Generally, the employees are competent (i.e. Knowledgeable and skillful)
4. Generally, the employees are approachable and easy to contact
5. Generally, the employees are courteous, polite, and respectful.
6. Generally, the employees listen to me and speak in a language that I can understand
7. Generally, the employees are trustworthy, believable, and honest.
8. Generally, this facility provides an environment that is free from danger, risk, or doubt
9. Generally, the employees make the effort to understand my needs
10. Generally, the physical facilities and employees are neat and clean
11. I am satisfied with my decision to purchase this service
12. My choice to purchase this service was a wise one
13. I think that I did the right thing when I purchased this service
14. It is likely that I will use the facility's services again
15. It is likely that I will recommend the facility's services to a friend
16. If I had to do over again, I would make the same choice

Trust

1. Based on my experience, I know this company is honest
2. Based on my experience, I know this company is not opportunistic
3. Based on my experience, I know this company keeps promises to its customers
4. Based on my experience, I know this company is trustworthy
5. Based on my experience, I know this company has the ability to complete transactions

Customer Satisfaction

1. I like to purchase products/services from this company
2. I am pleased with the experience of purchasing products/services from this company
3. I think purchasing products/services from this company is a good idea
4. Overall, I am satisfied with the experience of purchasing products/ services from this company

Word-of-Mouth Communication

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1. I would recommend this company to someone who seeks my advice
 2. I encourage friends and relatives to do business with this company
 3. I say positive things about this company to other people
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Consumer Repurchase Intentions

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1. Next time we will buy again from this company
 2. In the foreseeable future we will consider this company as part of our evoked set
 3. We intend to continue purchasing relationship with this company
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2nd International Research Conference on Business Management (IRCBM-2018)

November 22-23, 2018

Theme

“Challenges & Opportunities for Businesses in Current Environment of Pakistan”

The College of Management Sciences of the Pakistan Air Force-Karachi Institute of Economics and Technology (PAF-KIET) in collaboration with the University of Karachi hosted its second International Research Conference on Business Management (IRCBM-2018) on 22nd & 23rd November, 2018 at the PAF-KIET Main Campus, Korangi Creek, Karachi. The conference was attended by more than 60 participants, including international and local keynote speakers. The international speakers were Dr. Damian Morgan (Associate Professor, Federation University, Churchill, Victoria, Australia), Dr. Shoaib Riaz (Assistant Professor, Monash University, Australia), Mr. Hartmut Wellerdt (Corporate Expert, Germany) and Dr. Doa Mohammad Salman (Vice Dean, MSA University, Egypt). The local speakers who participated in the panel discussion on SMEs were Mr. Mukesh Kumar (Chief Provincial Officer, SMEDA), Dr. Muhammad Asim (Associate Professor and Chairperson Management Sciences, Karachi University), Mr. Shadab Fareed ud Din (CEO, Four Corner Group), Mr. Kamran Siddiqui, Group HR Head, International Brand Ltd.), Mr. Ateeq Ur Rehman (CEO, COASTALS, Packers & Movers) and Mr. Muhammad Minhas (Deputy CEO, Pak Qatar Takaful). Dr. Huma Baqai, (Associate Professor & Associate Dean, IBA) was the moderator for the panel discussion. President PAF-KIET, Air Vice Marshal (Retd) Tubrez Asif warmly welcomed all the participants. He informed the participants that one of the major aims of PAF-KIET is to transform our students into capable and learned citizens of Pakistan. We expect the students to capitalize on research for having creativity in their routine business lives and to arrive at rational and logical solutions to their problems. For such learning, national and international conferences play an important part and provide a useful platform to our students and faculty members. It also provides an opportunity to our students and faculty members for establishing academia-industry linkages.

Traditionally most international conferences are accompanied with a workshop. In line with this tradition, PAF-KIET had also arranged a workshop on faculty branding and case writing in which more than 35 faculty members from different universities had participated. The facilitators for the workshop include Dr. Shoaib Riaz (Assistant Professor, Monash University, Australia), Mr. Hartmut Wellerdt (Corporate Expert, Germany) and Dr. Doa Mohammad Salman (Vice Dean, MSA University, Egypt). In the end, all the national and international speakers and participants felicitated the College of Management Sciences, PAF-KIET for successfully arranging the international conference.