## Theory and Practice in Management

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# Tell me what you read, and I will tell you what you will experience: The Effect of (Negative) Reviews on Consumer Experiences

Dena Yadin, Nira Munichor, Inbal Stockheim

Consumers heavily rely on the reviews written by previous users in deciding on the purchase and consumption of products. Thus, many studies have examined the effects of reviews but stopped at the purchase stage. This article examines the impact of reviews on product experience. We present four experiments suggesting that the experience of using a product by consumers who read reviews before consumption is different from that of consumers who consumed the same product without reading a review. In particular, we found that consumers exposed before consumption to negative reviews about a product had a worse experience compared to consumers who were not exposed to reviews. In contrast, exposure to positive reviews was not found to affect the product experience. This asymmetric effect can be explained by the fact that negative reviews focus consumers' attention on a product's negative features and, as a result, negative features are more prominent in the experience of using the product. These findings open the door to an investigation into the broader impact of reviews after the purchase phase, and they have important practical implications for marketers seeking to reduce this negative impact.

#### Perceived Complexity of a Project's Optimal Work Plan Influences Its Likelihood of Adoption by Project Managers

Mor Brokman Meltzer, Dikla Perez, Roy Gelbard

Project managers commonly adopt suboptimal work plans, even when optimal plans are readily accessible. This research identifies a factor that elicits this seemingly irrational behavior: the perceived complexity of the optimal work plan, as reflected in the plan's Gantt chart representation. Two controlled experiments show that, among experienced project managers presented with a work plan explicitly stated to be optimal, those who view a low-complexity plan are more likely to adopt the plan compared with project managers who view a high-complexity plan. Work-related stress triggered by exposure to the work plan is shown to mediate the effect.

### The role of semantics in the success of crowdfunding projects

Onn Shehory, Orel Babayoff

Crowdfunding platforms allow entrepreneurs to publish projects and raise funds for realizing them. But what influences projects' fundraising success? Previous studies examined the influence of factors such as project goals and project duration on the outcomes of fundraising campaigns. We present a novel model for predicting the success of crowdfunding projects in meeting their funding goals. Our basic model focuses on semantic features only, whose performance is comparable to that of previous models. Via a more advanced model we developed, we examine both project metadata and project semantics, delivering a comprehensive study of factors influencing crowdfunding success. Further, we analyze a large dataset of crowdfunding project data, larger than reported in the art. Finally, we show that when combining semantics and metadata, we arrive at F1 score accuracy of 96.2%. We compare our model's accuracy to the accuracy of previous research models by applying their methods on our dataset, and demonstrate higher accuracy of our model. In addition to our scientific contribution, we provide practical recommendations that may increase project funding success chances.

### The possible consequences of algorithmic management on the perceived power of managers

Elena Vilenchik, Ella Glikson

The rapid technological progress in the field of artificial intelligence and its growing introduction into organizations raises the importance of questions concerning the possible implications of this advanced for the functional and structural aspects of the organizations. In this article we examine the way in which algorithmic management, defined as making managerial decisions through smart technological systems, can affect the managers' perceived social power. Addressing the various sources of managers' social power allow to consider the possible consequences of the introduction of algorithmic management into organizations as well as the ways to impact these consequences. Managers whose social power rests mainly on their organizational position and ability to reward or punish their subordinates, may lose their perceived power following the introduction of algorithmic management. In contrast, managers whose source of power is their personality and ability to develop and maintain interpersonal relationships with the employees and with important parties within the organization, are not expected to be negatively affected by the introduction of algorithmic management. Thus, the introduction of algorithmic management in organizations raises the importance of soft, interpersonal skills of managers, such as the political skill that could be developed through training.

#### **Product Placement in Video Games: New Insights**

Matti Rachamim, Oren Nathan, Ori Grossman, Serge Graguer, Liraz Mia-Shagrir

The study examines the impact of product placement in video games on consumer preferences. The waning of traditional advertising's influence obliges the business world to consider novel marketing platforms, and video games comprise one foundation that might answer this need. The study offers unique insights regarding integration of marketing contents into video games. From the results it emerges that both the degree of enjoyment experienced in playing video games and players' level of expertise have a significant impact on effectiveness of marketing content embedded in such games. Additionally, the results show that the plot connection dimension, the visual dimension, and placement of marketing content all have an influence on assimilation of messages among relevant target audiences as well. A key finding is that peripheral placement of marketing content is more likely to be effective than centralized placement, for example, at the center of the playing field or on players' jerseys.