DEPARTMENT OF MARKETING

2014-2015 Research Highlights (07/2014 to 06/2015)

Dear Colleagues,

I am pleased to present the research accomplishments of the tenure-track faculty members in the Department of Marketing for the academic year 2014-2015. As you will read in the following pages, my colleagues and I continue to address important contemporary marketing problems, sharing our insights through the highest quality research outlets. During this academic year, the work of the faculty has been published (or accepted) in outlets, inclusive of, but not limited to, the Journal of Marketing, Marketing Science, Journal of the Academy of Marketing Science, Journal of Retailing, Journal of Services Research, and the Journal of International Marketing, as well as highlighted in outlets such as Harvard Business Review. Central to our work as a faculty is employing broad, inter-disciplinary theoretical perspectives and leading-edge research methods.

This past academic year has also been a time of continued development of the department. Of specific note, we hired Dr. Keith Botner (Ph.D., University of Utah). Dr. Botner will join the department in the Fall Semester of 2015. Dr. Botner’s research interests are in marketing decision marketing. His work was most recently published in the Journal of Marketing Research (Keith A. Botner, Arul Mishra, and Himanshu Mishra (2015), “What's in a Message? The Longitudinal Influence of a Supportive Versus Combative Orientation on the Performance of Nonprofits,” Vol. 52, No. 1, pp. 39-55.) I want to extend a warm welcome to Dr. Botner.

While the faculty of the Department of Marketing continues to make great strides in knowledge development, it is their ability to bring cutting-edge research insights into their classrooms that makes a Lehigh University education world-class. Consistent with the mission of Lehigh University, the Department of Marketing faculty is committed to scholarly inquiry and research that adds value to instruction on our campus, and contributes to the distinction of Lehigh University.

Kind regards,

David A. Griffith
Chairperson, Department of Marketing
Professor of Marketing

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Nevena T. Koukova, Poster Session/Track Chair, American Marketing Association Summer Educators’ Conference, August 2014, San Francisco, CA

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This article conceptually and empirically differentiates two types of customer participation (CP): CP as “producers” (CPP), when customers primarily contribute physical labor to produce a service (e.g., assembling a frame), and CP as “designers” (CPD), when customers primarily share information to design a service (e.g., designing a frame). Using two scenario-based experiments, the research examines whether CPD and CPP influence customers’ perceptions of value creation and choice of participation differently. Study 1 indicates that CPD creates greater value and is a more preferred participation choice than CPP. Study 2 further suggests that the differential advantage of CPD over CPP becomes weakened with a CPP expectation and amplified with a CPD expectation. This research demonstrates that not all CPs are equal, offers guidelines to design and manage CP, and suggests managing customer expectations so as to enhance the appeal of CPP, in light of its productivity implications.


Building on the process-output framework, the paper explores the contingent nature of the effect of customer participation magnitude on service outcomes (satisfaction and efficiency). The research propositions suggest that specific output enhances the positive effect of CP magnitude on satisfaction but also intensifies the negative effect of CP magnitude on efficiency; conversely, generic output diminishes the positive effect of CP magnitude on satisfaction but mitigates the negative effect of CP magnitude on efficiency. The effect of CP magnitude on satisfaction is stronger for a structured participation process than for an unstructured process; while the negative effect of CP magnitude on efficiency is stronger for an unstructured participation process than for a structured process. Further, process structure has an asymmetric enhancing effect on the negative link between CP magnitude and efficiency such that the enhancing effect of process
structure is stronger for specific output than for generic output; likewise, process structure has an asymmetric enhancing effect on the positive link between CP magnitude and satisfaction such that the enhancing effect of structure is stronger for generic output than for specific output. The proposed classification offers a new method to visualize customer participation in services. The framework is applicable to a wide variety of services, service contexts, and resources contributed by customers during their participation.


Prior empirical evidence on the role of customer participation (CP) on service outcomes is limited and inconsistent. The authors add new insights by investigating the boundary conditions of the CP-service outcome link. Using two experiments, the article examines the moderating effect of three CP readiness factors: ability, perceived benefits of participation, and role identification. The results show that when CP readiness is high, increasing CP enhances service outcomes including customer satisfaction and perceived service quality; however, when CP readiness is low, the effect of CP on service outcomes tapers off or becomes negative. The results highlight the contingent nature of CP’s effect, demonstrate that CP could indeed be a double-edged sword, and provide managerial guidelines to enhance CP’s benefits through appropriate targeting and service design.


Over the past fifty years, the scope of research on international marketing channels has significantly evolved. From an early focus on factors influencing the expansion of marketing channels internationally, the literature now investigates a myriad of topics related to the challenges of selecting channel structures and managing channel relationships. This article investigates the evolution of international marketing channels research by reviewing 353 international channels-related articles published from 1965 to 2014 under a periodization approach. The assessment of the state and evolution of the literature is used as a foundation for the identification of emerging themes that will move the field of international marketing channels forward.


This work examines contractual governance in international buyer-supplier relationships by examining the linkage among contract specificity, contract violation and relationship performance, as well as the roles played by contract monitoring and a country’s institutional factors (e.g., country business risk and country globalization). The findings, based upon a survey of international buyer-supplier relationships, provide new insights into a “contract specificity → contract violation → relationship performance” model. For instance, the results indicate that contract specificity is not directly related to contract violation, but rather that country-level factors moderate the effectiveness of contract specificity (i.e., contract specificity is more effective in suppressing an
international buyer’s contract violation if the buyer is from a country characterized by low business risk or high country globalization). The results also demonstrate that the negative association between contract violation and relationship performance can be mitigated by contract monitoring.


Companies are encouraging customers to participate in the process of creating and delivering their offering(s). In this strategy, not only do providers select a level of customer co-production, but also the level of customer control. This study examines the effects of control types (cognitive, behavioral, and decisional) and their interaction on customers’ affective responses in service operations with varying levels of co-production. An extensive two-study design, across two service contexts, tests the interaction of different levels of co-production and control types on customers’ affective responses. Results show when decisional control is low, one additional control type (behavioral or cognitive) in the operational process can compensate for low decisional control. Theoretical and practical implications are discussed.


International interfirm marketing collaborations have become increasingly important in the competitive marketplace. Unfortunately, many are unsuccessful in achieving the desired objectives for one or both parties because of factors both internal and external. This work attempts to improve understanding of firms’ governance decision making and draw disparate literature streams together by introducing the concepts of collaborative intensity and collaborative alignment. Through the employment of institutional theory, this research offers a framework illustrating how institutional distance influences the nature of an international interfirm marketing collaboration when considering the constructs of collaborative intensity, collaborative alignment, and governance mechanisms.


International marketing manager decisions pertaining to a new experience product’s global rollout are critical to the product’s country-level performance. Extending work on the lead–lag and success-breeds-success effects, the authors examine how the country-specific factors of economic wealth and national culture influence the effects of a new experience product’s global rollout decisions (i.e., the time lag from initial lead country introduction to target country introduction and the number of countries in which the product was introduced before its introduction in the target country) on the product’s country-level performance. The authors employ hierarchical linear modeling and, from an examination of 259 unique movies gathered from 16 countries, corresponding to 2,523 total entries between 2006 and 2007, find significant interaction effects between a country’s economic wealth and national culture and time lag and target country
position on the new experience product’s country-level performance. The authors conclude with a discussion of the theoretical and practical implications.


The purpose of this study, drawing from exchange theory, is to examine how the intertwined relationships between power, justice and relative dependence influence relationship performance in buyer – seller relationships. A two-wave structural equation model with latent variable interactions was estimated on a dataset of 283 buyer – seller relationships. Exercised coercive and reward power follow different processes, direct and indirect, to influence relationship performance. The use of coercion was found to be substantively more detrimental to the buyer – seller relationship than the use of rewards were beneficial. Relative dependence tempers the negative influence of coercion. Managers of buyer – seller relationships need to be judicious in their use of coercion and rewards. In their efforts to manage relationship performance, whenever possible, managers should seek to avoid punishing their partner more so than they should seek to reward them. Although proposed under a single theoretical perspective, power and justice have developed as separate streams within the extant literature. Examining these constructs together can increase the current understanding of how to manage buyer – seller relationships.


Psychic distance is a key element in the field of international marketing. Unfortunately, the literature exhibits a lack of consistency with respect to its effects. To help increase understanding of the influence of psychic distance, the authors investigate business and cultural psychic distance as separate constructs. They develop a model in which an export manager’s business and cultural psychic distance influences the structuring of the export relationship (i.e., whether it has complementarity of capabilities) and explore whether business and cultural psychic distance enhances or dampens the leveraging of complementary capabilities to increase an export manager’s satisfaction with export performance. The results, based on a survey of 151 U.S. export managers, indicate that when export managers perceive greater business psychic distance, they select export partners with fewer complementary capabilities. Although more complementarity of capabilities results in greater satisfaction with export performance, this relationship is moderated by psychic distance. Specifically, greater cultural psychic distance enhances the positive influence of partner complementarity of capabilities on satisfaction with export performance, whereas greater business psychic distance dampens the positive influence of partner complementarity of capabilities on satisfaction with export performance.

Horizontal and vertical subsidiary knowledge outflows in multinational corporations (MNCs) are argued to be central to effective MNC performance. Building on the knowledge-based view of the firm, we develop a conceptual model to investigate the performance consequences, determinants and interaction effects due to coordination and control mechanisms, of horizontal and vertical MNC subsidiary knowledge outflows. The hypotheses are empirically tested with a dataset comprised of survey and archival data from over 200 MNC subsidiaries. Results indicate that explicitness and communication positively influence vertical and horizontal subsidiary knowledge outflows and that national cultural distance, centralization, formalization, and specialized resources moderate these influences. We also find that knowledge outflows to headquarters and to peer subsidiaries enhance an MNC’s financial performance (i.e., return on assets). The results provide substantive evidence as to how vertical and horizontal knowledge operate within MNCs.


Leveraging the strengths of a firm’s supply chain partners for new product development (NPD) has become essential to satisfy rapidly changing customer demands and to remain competitive. Firms are, therefore, aiming to further their NPD competence, which we define as the ability of the supply chain to improve and generate new products and services, based on the processes and relationships established with suppliers and customers. This study examines how intangible capital and knowledge further the development of NPD competence within the context of a supply chain. A theoretical model, based upon resource-advantage theory, is tested via structural equation modelling utilising survey data collected from 195 small- and medium-sized enterprises in the manufacturing industry reporting on their primary supply chain. Our findings indicate that more easily transferable capital manifests itself in explicit knowledge and less easily transferable capital manifests itself in tacit knowledge. We further identify complementarities of the two types of intangible capital as influencing knowledge type development. More importantly, we find that the two types of knowledge differ in their ability to influence NPD competence in the supply chain, and that these links are moderated by relationship length. Supply chain management implications for academics and practitioners are presented.


Industrial component suppliers (CSs) work to enhance profitability by building brand differentiation with original equipment manufacturers (OEMs) and indirect industrial buyers (IIBs) through their marketing investments to each member. However, as a CS increases its marketing investments to its IIB, the OEM’s profit position is threatened, motivating the OEM to respond with aligning or opposing behavior. The results from a three-study, multimethod design indicate that a CS’s strategy of allocating its marketing investments between its OEM and IIB increases its brand differentiation, which allows it to capture increased profits subject to conditions of uncertainty. However, the results also demonstrate that the OEM does not sit idly by as its CS invests in building brand differentiation with the IIB; rather, it reacts with both aligning and opposing behaviors to benefit from the CS’s investments as well as offset the CS’s gains.

Firms with a customer-centric structure—an organizational design that aligns each business unit with a distinct customer group—are expected to exhibit superior performance compared to firms that are internally structured. Top executives invoke these customer-centric beliefs when initiating corporate reorganizations. However, a lack of empirical evidence linking these customer-centric structures to better long-term financial performance raises doubts if corporate structure can truly foster customer centricity and better position a firm to satisfy customers and hence exhibit superior performance. The current research addresses this question by using longitudinal data (1998–2010) that links Fortune 500 firms’ corporate-level structure to performance. Utilizing a dueling mediator model with allowance for endogeneity in a firm’s organizational structure choice, the study reveals that a corporate-level customer-centric structure translates to greater customer satisfaction, but simultaneously adds coordinating costs. Further explaining customer-centric structure’s record of mixed success, the benefits of increased customer satisfaction diminish (1) as competitors have already adopted customer-centric structures, (2) in fragmented markets where competitors leave few unique customer needs unaddressed, and (3) in less profitable industries. Ultimately, we show that aligning corporate structure around customers pays off only in specific competitive environments.


Academics and business practitioners increasingly recognize the importance of organizational structure in marketing. Yet research examining the effects of different organizational structure design elements on marketing outcomes remains fragmented and scarce. Accordingly, this article seeks to synthesize and extend understanding of how firms use their organizational structural elements to achieve marketing objectives, and to offer a new perspective of structural marketing. In support of this research goal, a cross-disciplinary review of organizational structure, its types, and its characteristics, in combination with theories relevant to the field of marketing, informs an assessment of empirical findings from marketing literature. This synthesis introduces the concept of structural marketing; the article offers both theoretical tenets and testable propositions in support of an initial framework for using organizational structure design elements as strategic marketing variables. Illustrative business cases reinforce these tenets, conceptual arguments, and managerial insights.


This research shows that brand anthropomorphization increases the perceived unfairness of price increases and the perceived fairness of price decreases. First, analyzing a household panel data set, the authors demonstrate the real-world consequences of brand humanization on consumers’ price sensitivity. Second, building on the theoretical premise that fairness judgments depend on consumer focus on the self versus others, they find that brand humanization enhances perceived
unfairness of price increases for agency-oriented consumers, who tend to maximize their own self-interests. However, for communion-oriented consumers, who generally consider the needs of others, brand humanization increases perceived fairness of both price increases and decreases. Furthermore, because consumers’ focus on the self versus others also depends on relationship goals, the nature of consumer–brand relationships interacts with agency–communion orientation to influence the effect of brand humanization on perceived price fairness. For example, exchange relationship norms reduce the power of brand anthropomorphization to enhance perceived fairness of price changes for communion-oriented consumers. In contrast, the communal nature of these relationships makes both agency- and communion-oriented consumers infer greater positive intent from a humanized (vs. nonhumanized) brand, thus leading to a more positive effect of brand humanization on price fairness for price decreases.


Given the significant growth of ethnic consumers, firms attempt to utilize various marketing communication strategies and tactics to promote their brands to these ethnically diverse groups. Similarly, many marketers are striving for brand crossovers by introducing ethnic offerings to new audiences. This research focuses on one such ethnic marketing communication strategy—the use of accented spokespersons. Building on a prosodic theory of accent, we propose that certain prosodic features (i.e., intonation) connote associations of sincerity and trustworthiness and, thus, affect brand sincerity perceptions. The current research also demonstrates that the effect of intonation depends upon the degree of congruity between product ethnicity and a spokesperson’s accent. Our results reveal that when these variables are congruent, consumers rely on the cues that are consistent with the advertising appeals. Thus, when a message uses a sincerity appeal, falling (versus rising) intonation leads to greater attributions of brand sincerity, whereas when a message uses a competence appeal, rising (versus falling) intonation triggers higher perceptions of brand sincerity. In the condition of incongruity, consumers aim to resolve the incongruity and rely on cues that connote the trustworthiness of a message (i.e., falling intonation). Theoretical and managerial implications conclude the paper.


Although cross-border brand acquisitions are increasingly common in the global marketplace, research on how consumers respond to them is limited. Building on social identity and psychological ownership theories, we introduce the concept of brand ownership to the advertising literature, and show its negative effects on consumer reactions to a brand acquisition. Furthermore, we demonstrate that consumers’ disidentification (i.e., an oppositional motivation) with an acquiring country moderates the negative effect of consumers’ brand ownership on consumer attitudes after a brand acquisition. The results reveal that consumers with high levels of brand ownership develop more negative post-acquisition brand attitudes when a brand is acquired by a country with which consumers strongly disidentify (i.e. dissociative vs. out-group). Furthermore, our research introduces the concept of a brand ownership appeal in advertising, and demonstrates that it is an effective advertising strategy in enhancing post-acquisition brand...
attitudes for consumers with high levels of brand ownership. Important theoretical and managerial advertising implications conclude this research.


This research investigates the buyer and seller characteristics that impact overbidding in electronic auctions. Specifically, the empirical analysis shows that customers with more total experience are less likely to overbid and that overbidding is less frequent for auction items with higher face values. When bidder experience pertains to the same product category, the frequency and magnitude of overbids are further reduced. This research also finds that consumers are more likely to overbid as the bidding environment becomes more competitive. Furthermore, auction item attributes, such as starting price, day/time of the auction, and shipping fees, are shown to impact the propensity to overbid and the magnitude of overbidding. The empirical results have important implications for understanding bidder behavior and for assisting online sellers in formulating more profitable selling strategies.


This article proposes a relational view of supply chain management strategy (RSCMS) and its impact on organizational performance and examines the moderating role of technological and market turbulences on these relationships. We follow an interdisciplinary approach by integrating insights from domains such as supply chain management (SCM), operations, marketing, management, management information systems, and technology management. The proposed RSCMS framework presents 15 propositions that examine SCM strategies and their interrelationships, and examine how these strategies result in superior organizational performance. Our research provides a better understanding of supply chain strategies of collaboration, integration, and transformation, along with market and technological turbulences for more efficient and effective supply chains.


A comprehensive examination of the role of outsourced services’ characteristics in determining control systems is lacking in the literature. While the service characteristics paradigm (intangibility, heterogeneity, inseparability, and perishability [IHIP]) has informed much of the services research in the past four decades, in the last decade, the service-dominant logic (SDL) has provided a new way to conceptualize the marketing of goods and services. However, there has been no attempt to integrate these two perspectives. This study fills these gaps by examining control systems in service outsourcing by means of a midrange theory that integrates the new SDL framework and
the legacy of the service characteristics approach. The authors add a fifth characteristic, digitizability, to IHIP and develop a conceptual framework to derive research propositions based on the foundational premises of the SDL. They also examine the moderating effects of globalization and the outsourced service’s closeness to the organization’s core competence.

6. ABSTRACTS OF CONFERENCE PRESENTATIONS


Previous research has shown that customers are willing to pay more for hedonic benefits than for utilitarian benefits. However, we don’t know why. This research demonstrates how aesthetics increases willingness-to-pay by improving three types of perceived benefits—functional, experiential, and self-expressive. Specifically, good aesthetics improves anticipated promotion and prevention emotions of confidence, excitement, and pride. And collectively, these emotions explain why consumers are willing to pay more for a product with superior aesthetics.


In this era of increasing competition, service organizations are facing greater pressure of improving productivity. Downgrading performance of service empathy and responsiveness is widely used as a strategy to contain labor cost and improve efficiency. However, it is unknown the sustainability of this strategy and its long-term impact on a firm’s profitability. This study investigates the long-term effect of empathy and responsiveness on profitability through two mediating mechanisms: customer satisfaction (Study 1) and organizational capability (Study 2). In Study 1, using longitudinal archival customer satisfaction and financial data from a large healthcare organization, we empirically test the links among empathy/responsiveness, customer satisfaction, and profitability. We found that although downgrading empathy and responsiveness save short-term operating cost, the decreased performance will not only erode short-term satisfaction, but also negatively affect long-term satisfaction and profitability. In Study 2, with multiple sources of data including primary employee and patient survey data, and archival patient satisfaction and financial data from another health organization, we further explore the capability perspective. The preliminary findings indicate that downgrading empathy and responsiveness decreases employee learning capability and market-driven capability, which in turn hurts long-term profitability. Overall, the findings jointly indicate that downgrading empathy and responsiveness impair a firm’s long-term profitability through eroding customer satisfaction and organizational capabilities.

While turnover has been an oft studied topic within the sales literature (Boles et al. 2012), much of our knowledge relies on models developed in the past decades that may need to be revised in light of changes occurring within the sales field (Jones et al. 2005a). In particular, to meet the demands of the marketplace, there has been pressure for management to restructure some traditional sales functions (Jones et al. 2005b). This has resulted to the greater use of sales teams, with an estimated 75% of firms using sales teams (Evans et al. 2012). However, research on the influence of teams on salesperson turnover remains scarce with studies primarily limited to influences examined at the individual level (Liu et al. 2011). Thus, the purpose of this study is to contribute to the sales literature by empirically examining the influence of teams on intentions to turnover, as well as the actual turnover of salespeople. This research extends the extant literature by demonstrating that the team situation of the salesperson moderates traditionally examined turnover relationships. For example, although team players and lone wolves demonstrate different drivers in their intention to turnover, any differences in their actual level of turnover is negligible. Only the lonely experienced higher levels of turnover.


International interfirm marketing collaborations have become increasingly important in the competitive marketplace. Unfortunately, many are unsuccessful in achieving the desired objectives for one or both parties because of factors both internal and external. This work attempts to improve understanding of firms’ governance decision making and draw disparate literature streams together by introducing the concepts of collaborative intensity and collaborative alignment. Through the employment of institutional theory, this research offers a framework illustrating how institutional distance influences the nature of an international interfirm marketing collaboration when considering the constructs of collaborative intensity, collaborative alignment, and governance mechanisms.


To survive and succeed in the competitive landscape, firms increasingly source innovation activities and build close supplier relationships across the globe. In search for value maximization, buyer firms are faced with certain transaction hazards in their innovation offshore supplier relationships. Authors address specifically the following research questions: first, what are the effects of innovation offshore sourcing on short and long-term stock market performance, and do investors reward (or punish) firms for offshore sourcing innovation? Second, modeled within governance theory, what sources of value claiming and generation impact short and long-term stock market performance from innovation offshore sourcing decisions? The findings come from event-study analyses of 125 innovation offshore sourcing decisions in technology markets between 1993 and 2006. The results show that supply relationship related decisions in alignment with governance theory result in abnormal returns. More of note, market return differences across short- versus long-term effects provide new insights into the complexity of market reactions to innovation offshore sourcing decisions. To the best of the authors' knowledge, this is the first study to analyze the stock market value of firms’ innovation offshore sourcing initiatives by
exploring a variety of antecedents. Implications for marketing academics and practitioners are discussed.


The presentation focused on the challenges faced in business-to-business relationships as firms move toward relationship marketing strategies.


Trade shows have become a popular venue for firms to demonstrate new products or new product concepts to their industry cohorts and to the public in general. In particular, trade shows provide an opportunity for a firm to communicate differentiating features of its new products on the horizontal and vertical dimensions. However, little research has been done regarding how the product concept demonstration activities interact with the firm's product line design strategy in competitive markets. In this study, the author develops a game-theoretic model of duopoly in which each firm produces two products with two product attributes that capture both vertical and horizontal differentiation (e.g., quality and design). The equilibrium results indicate that product concept demonstrations in trade shows may have the effect of preempting competition, as well as expanding the market size for both high and low quality products under certain market conditions.


In six studies we demonstrate that numerical framing may cause consumers to respond differentially to equivalent descriptions of the same of risk and performance information. Specifically, frequency presentations increase risk-reducing behaviors and decrease purchase intentions relative to equivalent percentage presentations for negatively framed attributes; however, the effect does not hold positively framed attributes. We investigate the underlying process and show that when the impact information is presented as a negative relative frequency respondents exhibit higher negative affect, resulting in higher perceived risk and lower likelihood to buy the product. We also demonstrate that the differential effect of negative relative frequency framing could be eliminated by displaying the impact information both numerically and graphically.


Firms make substantial investments in advertising and personal selling to improve their performance, but it is unclear how returns from promotional mix vary across different corporate-level organizational structures. This article identifies and integrates two structural designs that foster customer alignment to understand how these organizational structures moderate the effects
of promotional mix on financial performance: structural type (i.e., organizing corporate-level business units around customer groups instead of product groups) and structural granularity (i.e., dividing a firm into smaller business units at the corporate level). Analyzing 14 years of longitudinal multisource secondary data, the authors find that these customer-aligned structural designs enhance the individual effect of advertising and personal selling on firm performance. However, the synergistic effects of joint investment in advertising and personal selling on firm performance are suppressed in customer-aligned structures, due to functional fragmentation that ensue from their internal inefficiencies and complexities. To better understand the tensions involved in the effectiveness of promotional mix across different structures, the authors conduct a post hoc analysis that evaluates the net impacts and optimal budget allocations of promotional mix spending.


The presentation focused on career management issues for marketing professors including developing a balanced contribution toward research, teaching, and service.


The presentation focused scholarly publication process with a particular reference to emerging scholars across the globe.


Extant research has focused on the relationship between buyer–seller interactions and innovation generation, as well as the connection between national culture and new product development (NPD) and/or innovation generation. However, research on the moderating role of national culture on the interaction–NPD link is absent in the literature. To address this gap, our research focuses on the moderating role of national culture dimensions on the interaction–NPD link. We propose a conceptual framework, use a wide array of literature, and develop a series of research propositions explicating the relationships among buyer–seller interactions, national culture dimensions, and the initiation and implementation stages of NPD. Specifically, we examine the roles of the dimensions of national culture distance between buyer and seller on the link between (intensity and variety of) buyer–seller interactions and the stages of NPD (initiation and implementation). We discuss the implications for theory development and managerial practice and highlight future research directions in this important domain.


A significant amount of extant service research focuses on customer perceptions of service failures and delights. Another research stream in marketing examines how customers differ in their responses toward brands in different tiers. However, the differential implications of customer
perceptions of failures and delights for services in different tiers (high-tier versus low-tier service) have not been examined in the literature. To address the gap, this research develops a theory-based conceptual framework to compare customer response to failures and delights for services in different tiers. A number of propositions are developed and their theoretical implications, managerial applications, and future research directions are highlighted.


Unilateral pricing policy (UPP), in which a manufacturer unilaterally decides the minimum retail price for all retailers selling its product, is emerging as an important strategic pricing option as a result of judgments in some recent court cases in the domain of retail price maintenance (RPM). Due to the recent emergence of UPP, a comprehensive examination of its historical context, its evolving implementation, and its public policy implications has not been attempted in the literature. To address this gap, this research examines (1) the antecedent factors that are driving the adoption of UPP and the historical development of this pricing policy in the particular context of court decisions that makes this practice increasingly possible, (2) the facets of the current implementation of UPP in the marketplace, and (3) the social and policy implications of this evolution in the pricing practices of businesses. The research offers important future research directions and managerial guidelines.


This presentation focused on some perspectives on the context of unilateral pricing policy and future research directions.
7. TENURE-TRACK MARKETING FACULTY 2014-2015

Keith Botner will join the Department of Marketing as an Assistant Professor of Marketing effective August 2015.
Marketing Decision Making

Ravi Chitturi, Associate Professor of Marketing
Technology, Innovation & Sustainability, Design and Consumer Emotions, Brand Value & Marketing Strategy

Beibei Dong, Assistant Professor of Marketing
Customer Co-production/Co-creation and Service Innovation, Service Failure and Recovery, Global Marketing Strategy

David A. Griffith, Department Chair and Professor of Marketing
Global Marketing Strategy, Inter-organizational Governance, Marketing Analytics, Innovation

Taewan Kim, Assistant Professor of Marketing
Innovation, New Product Development, Marketing Finance Interface, Pricing, Product Differentiation, and Game Theory

Nevena Koukova, Associate Professor of Marketing
Pricing, Bundling, Digital Products, Consumer Decision Making

Ju-Yeon Lee, Assistant Professor of Marketing
Customer-centric Structure, Organizational Design Elements, Marketing Strategy, Quantitative Empirical Modeling

James Maskulka, Associate Professor of Marketing
Marketing Communications, Branding, Media Research

Marina Puzakova, Assistant Professor of Marketing
Brand Positioning Strategies, Brand Inference, Anthropomorphization, Negative Brand Performance, International and Cross-Cultural Branding

K. Sivakumar (“Siva”), Arthur Tauck Chair and Professor of Marketing
Globalization, Innovation, Pricing, Services, Supply Chains