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 2012-2013. As you will read in the following pages, my colleagues and I are committed to addressing important research questions shared through the highest quality research outlets. The work of the faculty has been published (or accepted) in a wide range of journals this academic year, inclusive of, but not limited to, the *Journal of Marketing*, *Journal of Retailing*, *Journal of the Academy of Marketing Science*, *Journal of Consumer Psychology*, and the *Journal of Product Innovation Management*. Central to our work as a faculty is employing broad, interdisciplinary theoretical perspectives and leading-edge research methods.

This past academic year has also been a time of continued growth in the department denoted by two new hires, joining us for the Fall Semester of 2013. I want to extend a warm welcome to Ju-Yeon Lee (Ph.D., University of Washington) and Taewan Kim (Ph.D., Syracuse University) who will join our department as assistant professors. I am confident that their contributions to the department will propel us to new and greater heights.

Kind regards,

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

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David A. Griffith (Co-authors: Luis Filipe Lages and Jose Mata) (Forthcoming) (2013) “Reacting to Performance in International Markets: The Rigidity and Learning Paradox,” *Journal of Business Research*.


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K. Sivakumar, Organizer, Chair, and Moderator of the special session on “Innovation Outsourcing in the Global Context” at the Academy of Indian Marketing International Conference on “Innovation in Marketing for Emerging Markets: Global Challenges and Opportunities,” July 2012.
5. ABSTRACTS OF PUBLISHED/ACCEPTED PAPERS


Given a choice between a product with superior sustainability characteristics (and average functional performance) and a product with superior functional performance (and average sustainability characteristics), which will consumers choose and what emotions mediate this choice? Our research suggests that consumers presented with such a trade-off will tend to choose the product with superior functional performance over the product with superior sustainability characteristics, due to feelings of distress, until a minimum threshold of functional performance is achieved. Our research also shows that choice given this trade-off depends upon the degree to which consumers value sustainability which, in turn, is mediated by consumers’ feelings of confidence and guilt. Further, based on an understanding of the emotions mediating choice in this context, we demonstrate how the effective use of product aesthetic design can improve the relative choice likelihood of sustainable products. Specifically, we demonstrate that superior aesthetic design has a disproportionately positive effect on the choice likelihood of sustainability advantaged (vs. performance advantaged) products due to the effect that superior aesthetic design has on overcoming the potential lack of confidence in sustainable products.


This article examines how parties to interorganizational relationships respond differently to active and passive opportunism and how these opportunism forms erode satisfaction with performance in interorganizational relationships. The multi-method approach of two experiments and one longitudinal field study demonstrate that firms tolerate more passive opportunism than active opportunism (experiment one) and that transaction costs play a mediating role between opportunism form and satisfaction with performance of the relationship (experiment two). Finally, the field study demonstrates that passive opportunism has a more corrosive impact on satisfaction with performance than active opportunism over time. Together, the findings underscore the importance of distinguishing between passive and active opportunism and the need to develop a greater understanding of its management and consequences.


Brands have become increasingly important as a foundation for competitive strategy. Unfortunately, although brand managers are responsible for brand strategy development and execution, little is known about what makes a brand manager effective. A model is developed to understand what intangible capital embodied by brand managers influences brand management capabilities and resultant brand performance. Measures of brand manager intangible capital and brand management capabilities are developed through an iterative scale development process. Hypothesis testing, derived from a survey of brand managers, indicates that brand manager human, relational and informational capital influences brand management capabilities and resultant brand performance, and brand manager intangible capital has an indirect effect on brand performance via brand management capabilities. By delineating and operationalizing the intangible capital and capabilities of brand managers, this study provides a theoretical and empirical foundation for future research on brand managers, tools for assessing current
brand manager capital and capabilities, and guidance in relation to intangible capital and capabilities
needed by brand managers.

David A. Griffith (Co-authors: Luis Filipe Lages and Jose Mata) (Forthcoming) (2013) “Reacting to

While a great deal of research has explored how international marketing strategy influences
performance, researchers have paid scant attention to understanding changes to international
marketing strategy resulting from firm reaction to past performance. In this study, organizational
learning theory addresses when and how international marketing strategy will change. Employing data
from over 500 exporters, the results, which are consistent with theoretical predictions, indicate that (1)
firms are generally not prone to inertia and do in fact change their international marketing strategy
when facing declines in performance, and (2) that the direction of change depends on the level of
competition in the specific foreign market, with firms adapting their international marketing strategy in
low competitive markets and standardizing their international marketing strategy in highly competitive
markets. The paper includes implications for academics and practitioners.


Although a great deal of research has focused on global marketing strategy development and
implementation, little research has focused on the global marketing managers charged with the
responsibilities of developing and implementing such strategy. The aim of this paper is to develop a
model that identifies a set of soft skills that have the ability to increase the effectiveness of global
marketing managers in making the tactical adaptations necessary to develop and implement global
marketing strategy in an increasingly complex and dynamic marketplace. A conceptual model is
developed with coinciding propositions. The model developed theorizes that the ability of global
marketing managers to make tactical adaptations to the firm’s global marketing strategy (and thus
enhance performance) is driven by the soft skills of tacit knowledge, experience, learning, unlearning,
intuition, self-confidence, flexibility, prioritization of problems, working under pressure and ambiguity
tolerance. The model highlights the specific soft skills that firms can work to foster in their global
marketing managers and educators can work to incorporate within a curriculum. Through the
development of these soft skills within a firm’s global marketing managers, the firm can achieve a
competitive position within the marketplace.

of Country-of-Origin on the Acceptance of Foreign Subsidiaries in Host Countries: An Examination of the

This paper examines the relationship between an organization’s country-of-origin and the acceptance
into a host country environment by constituents such as vendors, suppliers, and distributors. This study
contributes to the literature by proposing the examination and ultimate measurement of various
tangible and intangible sources of the ‘liabilities of foreignness’. Additionally we show that are these
sources are internal and external moderators of perceived acceptance in the host country. Manager
must recognize the country-of-origin strategic options to address the negative overshadowing of the
liability of foreignness. We conclude that not doing so can create a stigma that may be attached to the
overall organization, its image, products, brands, and to its employees. Further, negative attribution may
be caste upon all the identifying characteristics of the foreign entity. The management of the firm must
note the potential resistance to accept the organization and its products/services and must develop a
proactive set of strategies to address the negativism of the host country constituents.

David A. Griffith (Co-authors: Gaia Rubera and Goksel Yalcinkaya) (2012), “Technological and Design
Innovation Effects in Regional New Product Rollouts: A European Illustration,” Journal of Product
Innovation Management, 29(6), 1047-1060.

Firms are increasingly recognizing the importance of understanding regional dynamics and their effects
on competitiveness. One such area that is gaining increased importance due to intra-regional trade is
the factors contributing to the successful rollouts of new products within a region. New product rollouts
are complicated by nature but are further compounded by intricacies in the type of innovation (i.e.,
technological or design) being introduced into a region. Unfortunately, limited research has investigated
this area. This study works to address this limitation by examining the per country performance effects
of regional new product rollouts of technological and design innovations. The study examines the
introduction of 14 technological innovations and 12 design innovations across 17 unique firms operating
in eight European countries from 2000 to 2007. Specifically, this study attempts to show (1) an
important role of the type of innovation on a firm’s regional new product rollout strategy; (2) a
relationship between national culture and the effectiveness of regional rollout strategies; and (3) an
influence of economic openness on the type of innovation for regional new product rollout strategies.
The results indicate that a longer regional new product rollout strategy is a more effective strategy for
technological innovations, while a shorter regional new product rollout strategy is a more effective
strategy for design innovations. The study also presents significant interaction effects in relation to the
cultural dimensions of uncertainty avoidance and power distance as well as a significant effect of
economic openness. Implications for practitioners and academics are presented.

David A. Griffith (Co-authors: Timothy S. Kiessling and Marina Dabic) (2012), “Aligning Strategic
Orientation with Local Market Conditions in a Transitional Economy: Implications for a Subsidiary’s

One role of a foreign subsidiary within a multinational corporation’s (MNC’s) global portfolio is to
connect the MNC to foreign customers. To examine this key customer contact point, this study aims to
examine the linkages between local market conditions and strategic orientation, and how strategic
orientation influences knowledge management capabilities of MNC subsidiaries, employing the Miles
and Snow strategic orientation perspective. A survey was conducted of 112 managers in foreign MNC
subsidiaries in Croatia. Data were analyzed with both discriminant analysis and MANCOVA. The results
indicate that in highly dynamic and competitively intense markets, MNC subsidiaries primarily employ a
Prospector orientation. Furthermore, the results indicate that there is a significant difference in
knowledge management capabilities among subsidiaries depending on their strategic orientation, with
the Prospector orientation most closely aligned with knowledge acquisition, knowledge conversion and
knowledge application. The findings highlight the importance of strategic orientation in MNC
subsidiaries tailoring to local market conditions. The results suggest that MNC subsidiaries undertaking a
Prospector strategic orientation develop greater knowledge acquisition, conversion and application
capabilities.

Consumers are less likely to buy ethical products than their stated intentions in marketplace polls, due at least in part to the distinct temporal frames guiding their poll responses versus actual purchase decisions. We propose that as consumers’ beliefs about the synergy between the resources a firm devotes to their ethical and functional attributes evolve, as part of the broader ethical marketing/corporate social responsibility movement, from negative to positive, this discrepancy between intentions and behavior is likely to disappear. Two studies provide support for this basic contention, implicating the importance consumers ascribe to a brand’s ethical attribute as the driver of the temporal frame- and resource synergy beliefs-based differences in their preference for that brand.

Nevena T. Koukova (Co-authors: Jason Kuruzovich, Shu Han and T. Ravichandran) (Forthcoming) (2013), "Does a Portfolio of Hierarchically Related Technology Products Improve Customer Outcomes?" *Journal of Service Research*.

This research examines how the type of information technology (IT) provided among hardware, software, and services—and the degree to which the IT provided is bundled into a solution—influences the levels of satisfaction and loyalty of IT buyers. We refer to the hardware, software, and services offerings jointly as the IT products-services stack, as technology stacks are useful visualizations of how layers of technology products are hierarchically related. We utilize over 36,000 ratings of 68 IT vendors provided by the vendors’ customers to test our research model. The findings indicate that vendors offering products in the lower levels of the IT products-services stack experience higher satisfaction and loyalty ratings (hardware > software > services). Moreover, satisfaction and loyalty ratings are highest when hardware, software, and services are provided together—that is, as an IT solution. An important implication of these findings is that IT solutions benefit both vendors and buyers.


This research examines how consumers respond to different shipping fee structures. Focusing on two of the most common shipping fee structures, flat rate shipping and threshold based free shipping, we first demonstrate that offer evaluations are less (more) favorable with threshold based free shipping when order value is below (above) the free shipping threshold compared to flat rate shipping. However, when an alternative more important referent is present, the effect of shipping fee structure is attenuated. Second, we show that although perceptions of shipping fees as a profit generator are higher (lower) under threshold based free shipping relative to flat rate shipping for order values below (above) the free shipping threshold, providing a justification for the shipping fee by explicitly linking it to delivery costs encourages consumers to view the shipping fee as a cost of doing business rather than as a profit generator, thus raising offer evaluations.

One explanation for the phenomenon of asymmetric inter-tier competition is based on the notion of price–quality trade-offs. In this article, we extend the framework to derive new results for differential pricing strategies for brands in different tiers and demonstrate these results for different market configurations. The article makes two unique and important contributions. First, the article derives and demonstrates several pricing strategy implications that are useful for academic researchers and marketing managers. Second, this research extends the theoretical explanation to realistic market configurations consisting of more than two brands.


Self-service technologies (SSTs), such as airport check-in kiosks, can provide customers faster, better, and less expensive services. Yet sometimes customers experience service failures with these technologies. This study investigates the process by which customers recover from SST failures using their own effort (i.e., customer recovery) and explores their decisions to stay with or switch from the SST. Drawing from expectancy and attribution theories, we develop a process model centered on customer-recovery expectancy and test the model by tracking actual failure responses. The results show that internal attribution, perceived control over the SST, and SST interactivity all positively influence customer-recovery expectancy. In turn, expectancy affects customers’ recovery effort and recovery strategies, depending on the availability of competitive information. Furthermore, greater recovery effort increases the likelihood of staying with an SST, whereas more recovery strategies increase the likelihood of switching. The theoretical and managerial implications of these findings include ways to design SSTs to enhance recovery expectancy, a key mechanism of the recovery process, and thus to encourage customers to persist with the technologies.


Increasing globalization and the rapid growth of information technologies, including the Internet, have resulted in drastic changes in international activities of companies. Once limited to manufactured goods, currently, global outsourcing encompasses a wide variety of knowledge-based services, such as accounting, financial services, taxation, customer service, information technology, engineering drawings, human resources, research and development (R&D), data processing, and sales. The domain of outsourcing knowledge-based services is the focus of this article. Moving beyond the inevitability of global outsourcing, this research takes the perspective of the outsourcer and focuses on managing its transition to providers in the context of innovation. In addition to delivering projected cost benefits to outsourcers, effective transition management can facilitate the generation of innovations. This research attempts to extend the current academic research on global outsourcing in three ways: (1) It offers a framework for understanding the transition process in outsourcing and its relationship to innovation; (2) it takes a broader perspective of outsourcing, including globalization, knowledge-based services, and core activities of the firm; and (3) using a parsimonious set of theoretical concepts based on control theory, it develops several research propositions to clarify the linkages between variables. Based on our theorizing, outsourcing top management should ask two questions when planning outsourcing of knowledge-based services to generate innovations in a globalized world. These two questions are (1)
How close is the task to our core competence? And (2) How much tacit knowledge is involved in doing the outsourced task? Next, managers must identify global providers and then spend considerable thought in operational execution of the transition of the task for that is the only time that both complete teams will work together. For tasks that are close to core competence rigid-explicit behavioral controls should be put in place; however for tasks that have high tacit knowledge content, high norms based relational control would be more effective. These different types of controls would lead to different innovation outcomes. Rigid-explicit behavioral controls would produce incremental innovation while relational-norms based controls would encourage radical innovation.

6. ABSTRACTS OF CONFERENCE PRESENTATIONS


This study examines the effectiveness of relationship marketing programs in global business-to-business service relationships using survey data from both decision makers and users within 161 large business customers of a global company operating in four countries. The results show that decision makers’ assessment of the value provided by the supplier is influenced by their perceptions of the supplier’s service quality, its financial and social relationship marketing programs, but not its structural programs. However, structural relationship marketing programs were found to influence decision maker perceptions of value indirectly, via the service user’s perceptions of service recovery efforts. Decision makers’ evaluations of the supplier were relatively heavily influenced by the service users’ perceptions, which accounted for as much variance as the decision maker’s perceptions. Furthermore, the direct and indirect effects of service users’ perceptions were found to be moderated by cultural differences. To examine the usefulness of our findings, we presented the results to practitioners through 28 post-study interviews with managers in service industries. The results of post-study interviews underscore the value of the study in providing useful managerial guidelines for managing relationship marketing programs for suppliers who are integrating services into their core offerings.


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.
Among the most critical new product launch decisions is the length of global product rollout, i.e., the amount of time a product will be rolled out across global markets. Although length of global rollout is a strategically important determinant of a product’s global performance, research on the issue is scarce. To overcome this limitation, this study examines the influence of product, firm and competitive factors as antecedents to length of global product rollout and the effect of length of global product rollout on global product performance by adopting the resource-based view of the firm. The results, based upon 1,172 movies introduced in 1990 through 2009, indicate that primary/secondary brand, firm size, distribution intensity, and competitive intensity all negatively influence length of global product rollout, whereas brand extension positively influences length of global product rollout. Furthermore, the results show that length of global product rollout negatively influences global product performance and serves as a partial mediator of the relationships between antecedents of length of global product rollout and global product performance. The findings on the length of global product rollout allow managers to make informed decisions about international product launch.

Building from GVA, we theorize and empirically examine (within a sample of U.S. Export managers) the effect of exchange attributes (e.g., transaction specific investments, buyer demand uncertainty) and environmental attributes (e.g., market structure differences, economic environment differences) to gain a better understanding of how these may serve as drivers to economic and social governance elements (i.e., contractual adaptation and relational behavior adaptation respectively). In as much, we not only provide greater understanding by theoretically decomposing the drives of the process of relationship governance via the theoretical lens of governance value analysis, but we also provide greater depth of understanding to the export governance literature by delineating between economic (i.e., contractual) and social (i.e., relational behavior) governance elements.

Reciprocity is a critical component that facilitates (or prohibits) the development of marketing relationships. Its complexity, however, is often overlooked within the extant literature. In this article, we review and then expand beyond the basic process of reciprocity to examine how the various actions, evaluations, and decisions, that the parties in the marketing relationships can choose to perform, combine to influence the development of essential relationship outcomes. To further explicate our conceptual model, we develop a series of research propositions to delineate the relationships expected among these influences. We conclude with a discussion of the implications for theoretical development in future research of going beyond the basic process of reciprocity.
Increasingly now, companies are emphasizing on bottom-of-the-pyramid (BOP) initiatives in emerging markets to expand market coverage and rejuvenate their growth. “Doing well by doing good” is slowly becoming a corporate mantra. BOP initiatives involve significant innovation in terms of a customized, non-traditional distribution channels and single-serve packaging that go beyond corporate social responsibility initiatives to make a difference to the poorest consumers of the world and positively influence the business practices of the companies. While BOP activities do have a humanitarian motive, an interesting question is whether the product decisions that companies make are beneficial to the lower income BOP consumers or not. For example, selling hedonic products like tobacco and cosmetics at lower prices may serve as a profitable business initiative for companies, but may hurt the underlying philanthropic premise of doing good. We examine this question across two consumer segments: 1) the more educated, higher income consumers who form the target market in the developed country and 2) the more educated, higher income consumers, who form the bulk of the target market, in the developing country that the initiative is targeted in.


The purpose of this paper is to examine control systems in service outsourcing relationships. The service characteristics paradigm (intangibility, heterogeneity, inseparability, and perishability also known as IHIP) has implicitly or explicitly informed much of the services research during the last 4 decades. More recently, however, Service Dominant Logic (SDL) has proposed a new way of looking at marketing of goods and services. We believe that integration of traditional service research and the SDL paradigm can provide insights into services marketing rather than taking at one perspective in isolation. The widespread phenomenon of service outsourcing presents a good domain to integrate SDL with existing service research focused on service characteristics. In this way, we are informing research and practice on service outsourcing but also providing a vehicle for integration of perspectives in service research. Specifically, we propose an augmented list of service characteristics to examine service outsourcing from the lens of service dominant logic. We propose some characteristics determining the firm’s ability to outsource a service (prior to the outsourcing decision) and other characteristics determining the control systems that must be established in an outsourcing relationship (following the outsourcing decision). Theoretical implications of our framework, managerial implications, and future research directions are highlighted.
7. TENURE-TRACK MARKETING FACULTY 2012-2013

**Ju-Yeon Lee** will join the Department of Marketing as an Assistant Professor of Marketing effective July, 2013.
Customer-centric Structure, Organizational Design Elements, Marketing Strategy, Quantitative Empirical Modeling

**Taewan Kim** will join the Department of Marketing as an Assistant Professor of Marketing effective August, 2013.
Innovation Management, New Product Development, Pricing, Distribution Channels

**Deepa Chandrasekaran**, Assistant Professor of Marketing
New Products, Global Marketing Strategy, Consumer Innovativeness, Innovation, Response Biases, and New Product Development

**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 and Entry Mode

**David A. Griffith**, Department Chair and Professor of Marketing
Global Marketing, Governance, Marketing Analytics, Marketing Strategy

**Reetika Gupta**, Associate Professor of Marketing
Complexity in Interactive Consumption Environments, Consumer Learning of New Products, Corporate Social Responsibility

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

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

**K. Sivakumar** ("Siva"), Arthur Tauck Chair and Professor of Marketing
Global Marketing, Innovation Management, Pricing