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GSU CENTER REVIEW SURVEY

Name of Center: Center for Mature Consumer Studies

Center Director: George P. Moschis

A. General Information

1. The Center was created in 1987 and has been housed in the Department of Marketing of the Robinson College of Business Administration.

2. No formal reporting requirement exists, since CMCS receives no state funding.

3. There is no advisory board for the Center. Having one would not serve any purpose because the Center’s present research focus is on what individual faculty members view as having high potential for publication in top journals within the context of their expertise (rather than on research suggested by others).

4. The Center has the support of the GSU’s Gerontology Institute. Therefore, it has access (and is open to) the Gerontology Institute’s members for cross-disciplinary work. In the past, CMCS worked with the Gerontology Institute (former Gerontology Center) on projects and grants, and the two Centers supported each other financially.

5. The amount of start up support available was approximately $2000 (used to develop and mail a brochure) and one student assistant for three quarters.

B. Goals and Objectives

1. Initial goals & objectives

CMCS’ initial mission was to generate and disseminate information useful in improving the marketing efficiency of various organizations and the wellbeing of older adults.

Its goals and objectives were to:

(a) Achieve national recognition for the Marketing Department, RCB, and GSU.
(b) Generate and disseminate information via a variety of academic journals, trade publications and other mass media.
(c) Become self-supporting in securing resources for academic research.
Present goals & objectives

CMCS mission, goals and objectives have recently changed in response to change in RCB’s strategic plans and goals.

Mission: Information generation and dissemination for the purpose of enhancing the wellbeing of older adults in the marketplace.
CMCS goals are driven by research issues of primary interest to academicians that have potential for publication in top marketing journals, with little concern about the needs of practitioners and policy makers.

2. Resources that facilitate achieving CMCS goals and objectives

One administrative course release to the Director annually.

3. Constraints

The major constraint in achieving CMCS goals and objectives is a lack of resources:

a) To the extent that government and corporate funded research activities interfere with faculty productivity in doing academic research that has higher potential for publication in top academic journals, they are not consistent with RCB’s strategic goals. The data produced from contract research appropriate for addressing the needs of grantors, if available for publication, most likely would not be appropriate for publication in top journals or consistent with research streams of faculty expertise. As a result, such activities are no longer valued, leaving CMCS with no financial resources.

b) RCB has reduced substantially the number of summer research releases available to senior faculty, forcing many of them to pursue other financial opportunities in order to compensate for a 10%-30% reduction of their annual salary (due to unavailability of extra summer teaching and/or research releases). This reduces the amount of time devoted to academic research relevant to CMCS objectives during the year.

c) No access to doctoral students. In the past, grants and contracts were possible because CMCS had doctoral students to work on projects for a long time. The unavailability of doctoral students to assist with various task required for project completion makes it impossible to develop proposals for outside grants and contracts.

d) Decisions on P&T, merit raises, and salary adjustments, and the like do not consider resource attraction-related activities as important components in faculty evaluations. I was recently told by my RCB post-tenure Evaluation Committee that my time should be spend on research that is likely to result in top journal publications, which are most often read by academicians. The kind of research/data that would attract resources and result in publications in lower-tier, practitioner-oriented, journals is not recognized. As a result, those affiliated with CMCS have been reluctant to pursue the activities that form the bases for attracting resources and have made my Center known globally.
e) Faculty members capable of doing contract research see more attractive opportunities within or outside the University. For example, one could teach in executive education programs or do consulting for $300-plus an hour. Contract research could pay for released time but would not increase one’s annual salary. Some universities give their faculty extra compensation from grant overhead, while GSU doesn’t.

f) The process of applying for and administering a grant is very time consuming and frustrating, deterring faculty interest. There seem to be so many layers of administrative tasks and procedures one must follow that, in the words of one of my colleagues, “are true nightmares.” For example, the choice of a supplier of products or services outside the university (such as mailing lists) is controlled by the GSU’s Purchasing Department and is driven by cost, which may result in lower quality of products/services and, subsequently, lower quality of data.

4. Goal Achievement

Initial goals of CMCS have been achieved, as the record (previous CMCS Reviews) show. CMCS has received international recognition and visibility, and has exceeded the initial expectations of RCB and Marketing Department.

The recent change in RCB strategic goals has forced the Center to align its objectives with those of RCB’s, and to change its strategy for accomplishing its objectives. Achieving the Center’s present goals has been a greater challenge due to the increase in academic research expectations along with a substantial decrease in resources. Rather than engaging in activities which are not cost- or time-effective because they interfere with, and have low potential for, quality academic research (e.g., responding to RFPs, “fee-for-service” commercial research, having a roundtable, and generating information for GSU/RCB/Marketing Department publicity and for preparing and selling reports), and due to CMCS researchers’ lack of interest/ability in securing funding from such sources, CMCS attempts to:

(a) Leverage its name (reputation) by forming joint ventures and undertaking research initiatives with researchers in different parts of the globe. These strategic alliances can provide resources and databases for academic research.

(b) To compensate for the lack of access to GSU doctoral students, outsource research activities to CMCS collaborators in other institutions who have the financial resources or can perform various activities more efficiently and/or at a lower cost than they can be performed at GSU (e.g., survey administration, printing, data collection & processing), allowing CMCS researchers to devote more time to academic research.

By using these two strategies, CMCS has recently been able to secure a wealth of data for academic research without committing significant financial resources. Although the Center has no longer the financial resources to conduct large-scale studies, its name/credibility appears to be valued by researchers in many other countries who welcome the opportunity to collaborate with CMCS researchers and fund academic studies.
C. Research of the Center

1. Because of RCB’s recent emphasis on quality of academic research, “research of the Center” involves doing academic projects that, in the opinion of CMCS researchers, have the highest potential for publication in top academic journals. Examples of research areas/topics include:

--Materialism and older consumers
--Cross-cultural studies of older adults’ wellbeing.
--The use of new approaches, models, and theories (e.g., the life course approach, stress theories) to the study of consumer behavior in later life.
--Preventive healthcare
--Financial habits
--Consumer behavior in later life

These projects are carried out by Marketing Department faculty either on an individual basis or in collaboration with researchers from other universities in USA and several other countries.

Securing data bases at no cost to RCB has helped increase faculty productivity, as attested to by the number of sole- and co-authored publications by CMCS researchers with other GSU faculty and doctoral students, as well as researchers at other institutions (see attachment)

2. With respect to the present CMCS goals & objectives, the major impediments are:

(a) RCB’s recent emphasis on number of refereed publications in “A” journals and annual faculty evaluations based on this criterion without research focus or programmatic research create incentives for faculty gravitation toward “ad hoc” research on any topic CMCS researchers see opportunity for an A-level publication. This is a major impediment because it “dilutes” a center’s or department’s focus or image for its expertise in any particular area. Thus, RCB’s “numbers in A journals” orientation is counterproductive because it reduces the amount of time that used to be devoted exclusively to programmatic research and expected to be published in any refereed academic journal (as per initial CMCS objectives/goals). The number of A-level publications could increase at the expense of research focus, producing “widely-published” researchers in our Center and Department who would not be known as experts on anything in particular.

(b) Efforts to secure resources outside GSU by forming alliances, seeking sponsors, affiliates and research collaborators have created a new layer of non-research activities, such as tutoring researchers in other countries to ensure the collection of quality data. Although such “relationship building and nurturing” activities are unavoidable in securing the necessary resources for doing the type of academic research expected by RCB, they interfere with the Director’s research productivity.

3. Funding paid out of Fund Code 10. N/A (None)
4. “List of all research activities and other activities (e.g. workshops/programs/conferences/seminars/symposia/etc.) of the center.” (See attached).

5. Bibliographies of refereed (in italics) and non-refereed publications (“Last three-years”):


Moschis, George P. and David Nickell, “Understanding Seniors’ Motives for Moving into a Nursing Home,” in De Nouvelles Perspectives de Recherche sur le Consommateur âgé: Opportunité pour soi, Opportunité sociétale, Denis Guiot & Bertrand Urien (Eds.), 2012, 180-194.


Moschis, George P. “Consumer Behavior in Later Life: Issues, Perspectives, and Directions for Future Research,” Psychology and Marketing, 29 (2), (2012), 57-75

6. List of grants submitted. No grants have been sought because:

a) The new RCB strategic goals with regard to research are a deterrent to grant seeking for CMCS researchers. Grant-related activities are counterproductive because they shift researchers’ time away from research that has the potential for publication in top journals (as expected under new RCB strategic goals).

b) A lack of human resources. Colleagues are not interested/motivated to get involved, and CMCS has no longer access to or control over the doctoral students who could assist.

For additional and more details on reasons grant seeking is not desirable, see “Constraints” and C. 2 above.

D. Center Personnel funded through the Center. None
ACTIVITIES OF THE CENTER

(SECTION C.4 - Research of the Center: “List of all research activities and other activities (e.g. workshops, programs, conferences, seminars, symposia, etc.) of the center” by CMCS researchers;

Published Research: 1987-Present (Articles, papers in proceedings, research books and book chapters)


47. George P. Moschis, Danny Bellenger and Carolyn Curasi, “Marketing Retirement Communities to Older Consumers,” *Journal of Real Estate Practice and Education* vol. 8(1) (2005), 99-114.


**Monographs** (asterisk indicates reports produced for sale to finance activities of the Center for Mature Consumer Studies):


120. *George P. Moschis, National Studies of Older Adults’ Consumption of Pharmaceutical Products, Center for Mature Consumer Studies, Atlanta, 1997.

121. *George P. Moschis, National Studies of Mass Media Use by Older Adults, Center for Mature Consumer Studies, Atlanta, 1997.

122. *George P. Moschis, National Studies of Older Adults’ Preferences for Apparel and Footwear, Center for Mature Consumer Studies, Atlanta, 1997.
123. *George P. Moschis, National Studies of Long-Term Care, Center for Mature Consumer Studies, Atlanta, 1997.


125. *George P. Moschis, National Studies of Older Adults’ Preferences for Technology-Based Products and Telecommunication Services, Center for Mature Studies, Atlanta, 1997.

126. *George P. Moschis, National Studies of Older Adults’ Preferences for Technology-Based Products, Atlanta, 1997.


134. George P. Moschis, Older Consumer Orientations toward Marketing Activities and Responses to New Products. Atlanta: Georgia State University, Center for Mature Consumer Studies, 1990. (research grant)


Books (Based on CMCS reports, all royalties deposited in CMCS account):


Books (based on CMCS research):


140. George P. Moschis, Marketing Strategies for the Mature Market, Westport, CT: Quorum, 1994. (research grant) was named outstanding academic book by Choice (one of the most respectable journals of book reviews).


Papers and Research Presented at Annual Conferences (unpublished)


143. George P. Moschis “Do you know how old you are? How your body and soul reveal your real age,” Keynote Speaker at the Second Annual Conference of the Consumer Life-course Studies Group, Bangkok, Thailand, November 12, 2013.


Research and Papers Presented at Other Conferences, Workshops, Symposia, & Colloquia


**Externally Funded Research Projects**

188. AARP Andrus Foundation, 1988-89 ($23,242)
189. U.S. Department of Agriculture 1989-90 ($25,000)
190. MedicAlert 1989-1990 ($2,400)
191. Whirlpool Corp, 1990-1991 ($27,500)

**Miscellaneous Research-related Activities of CMCS Researchers**

George P. Moschis:

194. Various types of research-based presentations to practitioners, governments, and university faculties around the globe. Examples:

    St. Louis University, November 1990
    Florida Atlantic University, Marketing Faculty, April 1991
    Georgia State University Retailing RoundTable, June 1994
Center for Retailing Studies, University of Florida, October 1995
University of Florida, Marketing Faculty, October 1995
Ministry of Education, Athens, Greece, July 1997
Sejong University, Seoul, Korea, June 1999 & 2001
University of Putra, Kuala Lumpur, Malaysia, October 2003
University of Western Australia, Perth, June 2003
University of Cape Town, Cape Town, South Africa, November 2004
UCLA, Los Angeles, CA, May 2006
University of Sydney, September 2005
Thammasat University, Bangkok, Thailand, September 2003 & May 2006
University of Malaysia, Kuala Lumpur, October 2003, November 2006, September 2007
University of London, United Kingdom, February 2007.
United Nations University, Tokyo, Japan, October 2008.
Universidade Presbiteriana Mackenzie, Sao Paulo, Brazil, May 2008.
University of Maastricht, Maastricht, Netherlands, April 2009.
International Hellenic University, Thessaloniki, Greece, July 2011
German Institute for Japanese Studies, Tokyo, Japan, October 2011
South Korean government, September, 2012
Taylor’s University, Kuala Lumpur, Malaysia, September 2012
Seoul National University, May 2014
Iowa State University, Ames, Iowa, August, 2015.

195. Courses Developed based on CMCS Research): “Marketing to Older Adults” (MK8110)
(The first of its kind in USA, offered to RCB and Gerontology majors from 1989-2004).

196. Founder and director of the Consumer Life-course Studies Group, a global network of
more than 40 academic researchers from more than 20 counties, forming a research alliance with
CMCS to conduct multiple studies worldwide, 2011-present.

197. Co-organizer of the “Third Annual International Conference on Consumer Research:
Frontier of Theory, Methods, and Practice,” Bangkok, Thailand, November 12-14, 2013.

198. Co-organizer of the “Fifth Annual International Conference on Consumer Research:
Frontier of Theory, Methods, and Practice,” Bangkok, Thailand, November 14, 2015.

199. Organizer of four multi-country studies involving 12 researchers from 10 countries.

200. Co-Proposer to The Research Fund of Thailand of a study “Social Sustainability: Preserving
and Enhancing the wellbeing of Present and Future Generations,” (proposed budget for two
online studies in Thailand, $60,000), November 2015.
Research Disseminated via Other Mass Media

201. Information has been disseminated to thousands of organizations in the form of newsletters, research reports and direct consultation.

202. Information about CMCS was sent to approximately 500 major media outlets (both consumer and business), ultimately reaching several hundred newspaper, magazines, trade publications and broadcast outlets. Major print media coverage and television appearances include:

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<td>The Wall Street Journal</td>
<td>Newsweek</td>
<td>ABC’s “Business World”</td>
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<td>USA Today</td>
<td>Nation’s Business</td>
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<td></td>
<td>The Economist</td>
<td>Radio ABC (national)</td>
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Recognition & Awards

203. CMCS was recognized and publicized by American Demographics magazine as one of the 100 best sources of marketing information in the USA for five consecutive years (1990-1994), the ONLY university-based center.
GSU Research Center Review Survey

Name of Center: Center for Business and Industrial Marketing
Center Director: Wesley J. Johnston, Ph.D.
Completed November 2015

Section A. General Information

1. When was the center created and to which department/college/office was it originally designated? If the designation has changed, in which department/college/office does the center currently reside?
The Center was created in 1993 and approved by the University System of Georgia Board of Regents in 1995. The Center was originally designated part of the Department of Marketing, Robinson College of Business. The Center remains part of the Department of Marketing today.

2. To whom does the center’s director report?
The Center’s director reports to the Chair, Department of Marketing, Robinson College of Business.

3. If there is an advisory board to this center, describe its function and composition.
There is no advisory board. From time to time the Director meets with the Dean, Robinson College of Business, Chairman, Department of Marketing, and select Faculty of Marketing Research Associates.

4. If the center is considered interdisciplinary, describe the disciplinary focus.
The primary focus of the Center is business and industrial marketing and sales. It serves as a forum for faculty in the marketing department. However, in recent years, the Center has been able to attract faculty and doctoral students to participate in programs from other business disciplines. This is especially true of doctoral students in the Executive Doctorate Program (EDB). Several EDB group research projects have been financial supported by the Center. In addition, their dissertations often focus on areas outside of marketing/sales. Other faculty and doctoral students involved with the Center have included: accounting, CIS, international business and managerial sciences. Several of the Center’s research areas (customer relationship management, buyer-seller relationships, and sales force management) have interdisciplinary aspects to them.

5. Describe in detail the amount of start-up support available.
The Center was started with advice from the Institute for the Study of Business Markets, Smeal College of Business, Pennsylvania State University. Funds came from Atlanta based companies such as Southern Company, UPS, Lanier Worldwide,
Georgia Pacific, Beers Construction Company, Scientific Atlanta and others. In addition, the Center has received supporting gifts from individuals in the GSU department of marketing (2), foreign scholars (1), and other universities (4). From time to time the Center performs sponsored programs for various companies. These include training and research. The Center is currently working with one company analyzing the quality of its sales force. The Center benefits from a small endowment provided by UPS.

B. Goals and Objectives

1. Please enumerate the initial goals and objectives and describe the current goals and objectives if they have changed.

The Center for Business and Industrial Marketing originally had four major research goals:

a. Provide an organizational base for research in business and industrial marketing - The CBIM was to provide a vehicle for conducting research involving faculty and doctoral students. This was to be accomplished by providing a forum for academic research in the target area. The Director of the Center was responsible for organizing and coordinating faculty and students with an interest in this area. The Director was also responsible primarily for generating and managing the funds of the Center.

b. Provide a forum to identify important research topics – By organizing and conducting interest group meetings for faculty, the Center helped to identify important areas and specific topics for research in the target area. The research conducted by CBIM specialized in four specific areas: marketing strategies and operations, buying strategies and operations, distribution channels, and transportation/logistics. Specific research topics of interest included defining and quantifying customer satisfaction and value, development of new business/industrial products and services, marketing information systems, business marketing communications, managing buyer-seller relationships, and pricing strategies.

c. Create an informational research resource base – The creation of an informational resource base for faculty and doctoral students conducting research in business and industrial marketing was an important goal of the Center. Data was often difficult to gain access to and time consuming to collect even if access was obtained. The Center established a highly specialized library to gather publications and electronic data bases on business and industrial marketing to support the research activities of the Center’s research associates and doctoral students.

d. Fund faculty and specific research projects on business and industrial marketing – Provide funding for the conduct of research in the area of business and industrial marketing, primarily on a proposal-for-funding basis. Faculty interested in conducting specific projects could submit proposals to the Center for funding. Proposals of merit
were funded by the Center on a quarterly/semester review basis. Funding for faculty research was provided in other forms; including, but not limited to: course releases, salary supplements, research assistance, travel and data collection.

Changes in goals and objectives:

a. The Center continues to provide an organizational base for research in business and industrial marketing. The scope has increased and is now recognized on an international level. The Center provides a vehicle for conducting research and international exchange involving faculty and doctoral students. This was accomplished by providing a forum for academic research in the target area. The Director of the Center continues to be responsible for organizing and coordinating faculty and students with an interest in this area.

Some funding originally came for annual membership fees. Because of the economic downturn in 2009, the Center moved away from a “membership” model in which companies were recruited and asked to contribute an annual fee of $10,000 to a project based model in which the Center performs sponsored programs. Each project provides funding to the involved faculty and overhead to the Center. The overhead to the Center is used to support academic research and doctoral students. Other than that there have been no fundamental changes.

b. The monthly interest group meetings enabled the faculty to become familiar with each other’s research. The meetings are now held on an annual basis and ad hoc when needs arrive. The Center conducts an annual academic workshop. The workshop was originally held each year in Atlanta in February, but is now conducted in other locations along with participating universities. It is open to faculty and doctoral students on a global basis. The Center has also become a sponsor of the Relationship Marketing Special Interest Group (SIG) and supports the annual RM SIG American Marketing Association meeting and RM Conference when held (usually biennially).

These meetings allow faculty research associates to present their research and network with researchers from other universities and corporate sources of research funding.

Since its founding the Center has worked with the Institute for the Study of Business Markets on a “Trends” through several iterations. The Center is currently taking the lead on the 2016 “Trends” study and including other countries as part of the data base.

b. Because Georgia State University has such an excellent library it was decided that limited resources should be expended on this goal. The Center’s library consists of three business-to-business journals, Industrial Marketing Management, the Journal of Business and Industrial Marketing, the Journal of Business-to-business Marketing and three more general journals, the Journal of Business Research, the
Journal of Marketing, and the Journal of Marketing Research. The library also consists of data bases collected by the director and Center research associates on contemporary marketing practices. Three waves of data have been collected in the US, two in African countries, and one in China. Faculty and doctoral students have used this data for articles and dissertations. Research is ongoing in this area.

The Center is currently collecting data on “trends” in business-to-business marketing in several countries in North and South America. These include Peru, Chile, Mexico and the United States. There are also a number of specialized books available on business-to-business marketing.

d. The grant process has also changed. Now small grants, $500 as needed for travel and data collection are available to all faculty members and doctoral students conducting research in business and industrial marketing. In addition, the Center and its research associates have participated in a number of externally funded research projects. The Center also established an endowed professorship in business and industrial marketing called the CBIM RoundTable Professor of Marketing. The Center used funds donated by member companies and found matching funds from the Department of Marketing RoundTable and the Robinson endowment to establish a $250,000 professorship. This endowment provides funds to support research assistants, data collection, and travel related to research.

2. What are the major institutional, administrative, and/or financial resources that facilitate achieving the center’s goals and objectives?

The major source of strength for the Center lies in the concentration of faculty members with primary research interests in the area of business and industrial marketing. While most universities have one or two faculty members in this area, there are 6 faculty members with primary research interests in this area at GSU. The Center is allocated office space by the Robinson College of Business. External grants have also been obtained for small projects. The most recent one was from the Marketing Science Foundation (MSI). Administratively, the Center is partially supported by the Department of Marketing staff. The Center also hires two graduate research assistant to help with administration.

3. What are the major institutional, administrative, and/or financial constraints that interfere with achieving the center’s goals and objectives?

The Center needs support from a naming endowment. The Center has at times been on the Robinson College of Business funding list for a naming endowment. No progress has been made. An endowment of $1 – 2 million would generate $50,000 – 100,000 each year. This would provide a reasonable base which could then be leveraged for generating significant levels of research and faculty funding. In addition, the Center needs to hire a managing director to interact with industry to generate funds for support. An additional senior scholar (endowed chair) in the area of business and industrial marketing would greatly enhance research productivity.
4. What is your assessment of your achievement of your goals?

Assessment of achievement of goals:

a. Provide an organizational base for research

The Center has been and continues to be successful with respect to this goal. The Center has created an organizational base for conducting business and industrial marketing research. Each year at least one dissertation in the PhD program and several in the EDB program are in the Center’s areas of research. Many of these dissertations are at funded by the Center. Currently, the Center supports one doctoral student who works as a research assistant for the director.

The Center’s national and international reputation brings many scholars to its annual meeting and as visitors to the Center. Two researchers visited the Center under the Fulbright Scholar program – (Julian) Mingsung Cheng, Professor of Marketing, National Central University, Taiwan and Thomas O’Toole, Head of School of Business, Waterford Institute of Technology, Ireland. The director of the Center, Wesley J. Johnston, was appointed a Fulbright Specialist and visited the National Research University, Higher School of Economics in Moscow, Russia. He has been appointed as an advisor to the Dean of the NRU, HSE and made several trips for meetings, conferences and doctoral colloquiums. Other visitors have spent from one week to one semester working on research and interacting with Center research associates. These visits result in opportunities for research, publications, international exchange programs, and funding for research associates. The director of the Center helped the Fundação Dom Cabral (FDC) in Brazil start a Center for Business-to-business marketing. The director of the Center is currently helping several additional universities start centers for business-to-business research. These include: the University of Hunan, the National Central University in Taiwan, Northern Arizona University and Suffolk University.

In addition, a number of doctoral candidates have visited the Center for guidance on their dissertation research. Currently, Mohammed-Ur-Rahman, Oulu Business School, University of Oulu, Finland, is visiting the Center and working with the director on a research project from his dissertation.

In support of the goal to provide an organizational base for research the Center houses the Journal of Business & Industrial Marketing. The director of the Center serves as the editor of the journal. This journal is peer reviewed and highly ranked. It has been ranked by ISI World of Science and has an impact factor of 1.0. The journal is published by Emerald Publishing Group Ltd. Emerald publishes the largest collection of business and management journals in the world.
b. Provide a forum to identify important research topics

The Center has been successful in its accomplishment of this goal. The Center guides faculty and doctoral students regarding research areas in business and industrial marketing. Each year the Center conducts an academic workshop for faculty and doctoral students. This meeting allows the research associates of the Center to present their research and be part of panels to define the important areas of business and industrial marketing. The annual academic workshop publishes a proceeding each year identifying important research topics. The Journal of Business and Industrial Marketing usually publishes a special issue with the best papers from this workshop.

In 2013, the Center was the host for the Industrial Marketing and Purchasing (IMP) Group’s annual conference. The IMP is the largest business-to-business annual meeting in the world. The group focuses on relationships and networks of business and industrial marketers. 250 people attended the meeting and two special issues (Industrial Marketing Management; Journal of Business and Industrial Marketing) were produced from the conference’s best papers.

One area the Center has shifted to a greater research emphasis on is industrial sales. The Center along with several research associates has developed a suite of seminars in the sales and sales management areas. These are offered to generate funds from sponsored programs for companies. The director of the Center conducts an annual seminar for the members of the Institute for the Study of Business Markets on Key Account and Sales Management.

The director of the Center mentors individual faculty members on an informal basis regarding their research and works with research associates to conduct research. This approach has been successful with some faculty members but not with all. Research productivity is significant and 3 of the Center’s research associates have won the Robinson College of Business faculty recognition award for research.

One of the more recently identified topics of research is the Internet of Things (IoT) and its implications for Big Data. The director of the Center was invited to serve on the panel for the first international forum on this topic held in Taiwan by the Taiwanese Minister of Commerce. The director of the Center also spoke at the Annual meeting of the Strategic Account Management Association on the same topic. In addition, the director of the Center was invited to Hunan University in Changsha, China and the University of Chile in Santiago, Chile to conduct a seminar for faculty and doctoral students on the same topic.

The Center has also developed a number of network relationships with foundations, institutes and other research centers. These include:

American Marketing Association Foundation – the Center is a Leadership Partner of the Foundation.
The Institute for the Study of Business Markets in the Smeal College of Business at the Pennsylvania State University – the director of the Center is an inaugural Fellow of the Institute and serves on the advisory board He also directs the organizational buying behavior research program and teaches executive seminars for the institute.

The Center for Technical Sales at the University of Berlin – the directors of both centers have collaborated on a number of research projects. Both centers sponsored the Relationship Marketing Conference held in Berlin. Research associates of both centers have visited the other center.

The Center for Process Innovation (CEPRIN) at Georgia State University – the directors of both centers have collaborated on a research project. Several research papers from the project are currently in working paper status. The director of CBIM has been designated a research partner in CEPRIN.

The Center for the Study of Business Markets at Fundação Dom Cabral – FDC, Nova Lima - MG – Brazil – the directors of the two centers have conducted several exchange programs in the areas of research, faculty and student exchange. The director of CBIM has conducted seminars for the faculty and executives of the Foundation. A major research plan is currently being developed between the two organizations.

The Center for Industrial Marketing at the University of Chile – the directors of both centers are collaborating on a study of challenges facing business over the next 3 to 5 years in North and South America. The Center director visited South America in October and conducted seminars with the director from the University of Chile in 3 different cities in Peru and Chile on industrial marketing strategy and customer relationship management. It is proposed that an exchange program be developed by the two universities to further the relationship.

c. Create an informational research resource base
   The Center has been successful in this area. Journals, books, and data bases are available to research associates.

d. Fund faculty and specific research projects on business and industrial marketing
   In assessing the achievement of this goal the question of how much funding would be considered successful arises. The Center has established and funded an endowed professorship in business and industrial marketing. The Center has funded specific faculty members’ research proposals, it has provided research associates with seed money for research, it has funded doctoral dissertations, and it has funded attendance at conferences. The Center has received funding from research grants. But, overall, the Center has not done enough of this type of activity. More funding will require more help. External help from the university, college, and department along with an additional staff member in the Center is necessary. The director is required to teach courses and maintain his own research productivity as well as being a full member of the marketing
departure. This does not allow enough time for the director to continuously fundraise or seek research grants.

Section C. Research of the Center

1. What research is currently being conducted in the center? Describe the major areas/topics of research. How has the center increased productivity of the faculty?
The following is a topical list of research currently being conducted by research associates and doctoral students affiliated with the Center:

Customer Relationship Management and its Importance for the Integration of sales and Marketing
Funded by the Marketing Science Institute ($5,000)
In partnerships with Russ Winer, Columbia University and Othman Boujena, Euromed School of Management
Papers presented at the National Sales Conference at Harvard University and Columbia University

The Internet of Things and its Effect on Big Data
In partnership with the Institute for Business and Industrial Marketing
Video developed for $2,500
Webinar is planned
Research seminar will be developed for companies to identify needs and funding opportunities

Contemporary Marketing Practices
Faculty and doctoral student research
This is a multi-country study examining marketing practices
The Center is the US partner and has collected three waves of data in the US.
Kofi Dadzie, a research associate of the Center has overseen data collection in three African countries

Contemporary Purchasing Practices
Faculty research
Funded by the Center and Eindhoven University of Technology (€15,000)
Research collaboration was obtained with the Institute for Supply Management (ISM) and ISM provided a list of 3,400 companies
The Center coordinated the research resulting in a California Management Review article
The director and a visiting scholar were coauthors on this research

Organization’s Ethical Climate and Salesperson Job Performance
Faculty research
Research collaboration with California State University East Bay
The Center is coordinating this research
The director and a former doctoral student (now assistant professor) are conducting this research

Creating, estimating and documenting value through total cost of ownership
Faculty and doctoral student research
Rockwell Automation is providing the data for this research; the Center is providing funding
The director of the Center and one research associate are guiding the research
Research resulted in doctoral student dissertation in 2013
Manuscripts are being developed for journal publication

Network Dynamics
Faculty research
Funded by the Center and Nottingham University (£15,000)
The director of the center and a visiting scholar are conducting this research
Research collaboration with associate professor between Center director and associate professor at Nottingham University
Resulting in numerous journal publications (continuing)

Sales person and selling firm’s impact on customer retention
Doctoral dissertation (completed)
Co-chaired by the director of the Center and one research associate
A Software Technology Company (wishing to remain anonymous) is providing the data for this research

The Center has increased productivity of the faculty by providing an organizational base for research in business and industrial marketing; identifying important research topics; creating access to data bases; and, funding specific research projects or obtaining funding from outside sources. The Center’s annual members meeting and academic workshop help faculty to conduct research and find funding. In addition, since the Journal of Business & Industrial Marketing is housed in the Center, faculty and doctoral students have access to a journal editor to discuss publication opportunities. By building network relationships with other institutes and centers CBIM creates opportunities for research associates to participate in joint research activities and exchange programs.

2. What are the major impediments for conducting research in the Center?
The primary impediments are lack of resources and staff. Although there is a strong core of faculty with research interests in the area of business and industrial marketing and the Center has leveraged their talents, more resources and staff would allow the Center to become a true point of excellence within the university. The securing of outside funding from corporations in the way of donations is currently the primary source of funding for the Center. These donations are highly dependent on the strength of the economy. In addition, fund raising this way takes significant time on the part of the director. The Center needs the Dean’s office to help the director secure a naming grant for the Center to provide a more
permanent base of support. A non-tenure track terminally degreed academic is also needed to help the director. The Center needs the Dean’s office to approve a position for a managing director to provide program and fund raising support. Funds could also be generated through more external grants. The Center needs help from the University Office of Research in generating responses to requests for proposals to obtain more grants. The Robinson College of Business has recently created the position of Associate Dean for Sponsored Research. This may be helpful in finding and obtaining sponsored research opportunities for the Center.

3. **What percentage of the center’s funding has been paid out of Fund Code 10?**

   **List amounts for the last five years.**

   About 5% of the Center’s funding has been paid out of Fund Code 10 over the last five years.
   2012 Annual academic workshop - $10,000

4. **Attach a list of all research activities and other activities (e.g. workshops/programs/conferences/seminars/etc.) of the center.**

   22nd Annual Academic Workshop, June 2016, is in the planning, host will be the University of the Basque Country, Bilbao, Spain

   21st Annual Academic Workshop, June 28-29, 2015, Hunan Business School, Changsha China – Theme: Innovation, Big Data and Business-to-business Marketing Attendance 100 academics and 2 practitioners
   (The Center for Business and Industrial Marketing is the sponsor of this meeting. It was hosted by the Hunan Business School.)
   Special issue of the Journal of Business & Industrial Marketing will feature papers

   1st Annual Doctoral Consortium of the National Research University: Higher school of Economics, April 22-24, 2015 – Theme: Research projects of doctoral students from all countries
   Cosponsored by NRU:HSE Department of Strategic Marketing and the Center
   Head of the Strategic marketing department and director of the Center evaluated papers and made comments on them both before presented and after presentation
   Attendance 40 doctoral students and 10 faculty

   Doctoral seminar on Qualitative Research techniques, September 15-17, 2014
   Laapeeranta University of Technology and Center for Business and Industrial Marketing
   Center director conducted a 3 day workshop on current topics in B2B marketing and qualitative research techniques – discussed Center research, Journal of Business & Industrial Marketing, and joint research opportunities with the Center
   Attendance 30 doctoral students and 3 faculty members

   50th Strategic Account Management Association Annual meeting, Orlando Florida, May 19 – 22, 2014
Academic Forum hosted by SKF Corporation - Theme: How Technology and digitization will affect SAM in the future
Center director was a member of the 4 member panel
Attendance: 700 practitioners 4 academics

29th Annual IMP Conference, August 30 – September 2, 2013, Buckhead Campus, Georgia State University – Theme: Building and Managing Relationships in a Global Network (The Center for Business and Industrial Marketing along was the host for this meeting)
Attendance 250 academics
Special issues of Industrial Marketing Management and the Journal of Business & Industrial Marketing featured best conference papers

2013 IMP Doctoral Consortium, August 28 – 30, 2013, Buckhead Campus, Georgia State University – Co hosted with editor of Industrial Marketing Management journal
Attendance 15 faculty and 25 doctoral students

20th Annual Academic Workshop, June 15-16, 2013, Fundacao Getulio Vargas, Sao Paulo
B2B workshop hosted by the Brazilian Foundation
Conducted by Professor Thomas Brashear, University of Massachusetts
Attendance 50 academics and 20 practitioners

19th Annual Academic Workshop, February 12- 14, 2012, Main Campus, Georgia State University – Theme: Networks and Relationships in Business-to-business Marketing
Attendance 60 academics and 2 practitioners
(The Center for Business and Industrial Marketing is the sponsor of this meeting.)
Special issue of the Journal of Business & Industrial Marketing will feature papers

18th Annual Academic Workshop, February 13- 15, 2011, San Juan, Puerto Rico
Theme: Buyer-seller relationships and Sales strategies
Attendance 75 academics
(The Center for Business and Industrial Marketing is the sponsor of this meeting.)
Special issue of the Journal of Business & Industrial Marketing featured best papers

5. Attach separate bibliographies of refereed and nonrefereed publications which have resulted from research activities of the center. List publications for three years only.

Summary of publications
15 Refereed Journal articles
3 Refereed Conference proceedings
1 book
6 Chapter in books
6. Attach a list of grants submitted in the last three academic years and list all sources of funding.

“Customer Relationship Management and its Importance for the Integration of sales and Marketing,” funded by the Marketing Science Institute ($5,000)
Co PIs Russ Winer, Columbia University and Othman Boujena, Euromed School of Management

“The Internet of Things and its Effect on Big Data,” funded by the Institute for the Study of Business Markets and Industrial Marketing, Video developed for $2,500
Webinar is planned

“Contemporary Purchasing Practices,” funded by Eindhoven University of Technology (£15,000)
Research collaboration was obtained with the Institute for Supply Management (ISM) and ISM provided a list of 3,400 companies

“Network Dynamics,” funded by the Center and Nottingham University (£15,000)
The director of the center and a visiting scholar are conducting this research

UPS endowment approximately $1,000 per year

Section D.

1. List all personnel funded through the center for the prior fiscal year.

Wesley J. Johnston, director
Summer support

Karen Galanski, Department of Marketing Business Manager
Extra Compensation

Roberto Mora, Doctoral student stipend

Katie Darracourt, Graduate Research assistant
GRA stipend
Appendix A Publications of the Center for Business and Industrial Marketing

**Refereed Journal articles**


**Refereed Conference proceedings**


“Who’s acquiring whom? Experimental evidence of firm size effect on merger outcomes” (2013), IMP Group 29th Conference Proceedings, August 30-September 2, Atlanta, Georgia, with Joon-Hee Oh and Linda D. Peters


**Books**

Professional Selling and Sales Management a Primer for Managers, in press, coauthored by Wesley J. Johnston, Director, Center for Business and Industrial Marketing and Mohamed Mansour, Professor (emeritus) University of Bahrain (expected publication in 2016, publication to be funded by the Center)

**Chapters in Books**

“Mobile Advertising in Small Retailer Firms: How to Make the Most of It,” 2013, in Strategy, Adoption, and Competitive Advantage of Mobile Services in the Global Economy, edited by In Lee, IGI Global, 16 pages, with Hanna Koumulainen, Anti Ristola, and Pauliina Ulkuniemi


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GENERAL INFORMATION

The Center for Excellence in Brand and Customer Management (henceforth referred to as “CEBCM” or “Center”) is located at the J. Mack Robinson School of Business at Georgia State University. Established in 2008 with an international and most importantly, an interdisciplinary scope, the Center was set up to advance the knowledge and practice in modern evidence-based management. Dr. V. Kumar is Executive Director of the center under the leadership of Dr. Naveen Donthu, Katherine S. Bernhardt Professor and Interim Chair at the Department of Marketing.

CEBCM Advisory Board

The Center also enjoys support from a distinguished set of faculty members and marketing practitioners who form the advisory board. All of the faculty members of the advisory board are Chair professors in Business and Marketing at various premier educational institutions around the world. The marketing practitioners belong to leading organizations and provide the business perspective to the cutting-edge research at CEBCM. The following is the list of advisory board members at CEBCM.

1. Dr. Dominique Hanssens  
   Bud Knapp Professor of Marketing  
   University of California – Los Angeles

2. Dr. Donald R. Lehmann  
   George E. Warren Professor of Business  
   Columbia Business School  
   Columbia University – New York

3. Dr. Robert P. Leone  
   J. Vaughn and Evelyne H. Wilson Chair & Professor of Marketing  
   M.J. Neeley School of Business  
   Texas Christian University

4. Dr. David J. Reibstein  
   William Stewart Woodside Professor of Marketing  
   Wharton School of Business  
   University of Pennsylvania

5. Dr. Roland T. Rust  
   Distinguished University Professor  
   David Bruce Smith Chair in Marketing  
   Department of Marketing Chair  
   Executive Director of Center for Excellence in Service  
   University of Maryland

6. Dr. Raj Srivastava  
   Provost and Deputy President (Academic Affairs), Professor of Marketing  
   Lee Kong Chian School of Business  
   Singapore Management University

7. Dr. Russell S. Winer  
   William Joyce Professor of Marketing  
   Stern School of Business  
   New York University
**Interdisciplinary Pillars of CEBCM**

CEBCM’s foundation rests on research themes spanning several different disciplines. This presents an opportunity for active collaboration towards developing and working on mutually relevant themes such as:

- Studying customer data scattered across an area (Geosciences)
- Studying brand diffusion (Epidemiology)
- Quantifying the level of risk associated with customer’s net present value (Risk Management)
- Organization structure alignment with brand and customer management strategies (Management)
- Developing new methodologies to estimate or forecast brand and customer value (Statistics)
- Linking customer value to shareholder value (Finance)
- Analyzing nuances of brand and customer management in international and emerging markets (International Business)

The Center focuses on research, teaching, and services offered to practitioners. Aside from Dr. Kumar’s eminent scholarly support, the elements that lend excellence to the Center stems from the knowledge, process, people and resources associated with the Center. Figure 1 below illustrates how the various entities interact to facilitate synergy and efficient functioning of the Center.

*Figure 1 – Elements of Excellence at CEBCM*
With these elements of excellence as the base, the CEBCM Research Team works with firms to identify specific strategies and action plans to better manage their brands and customers for profit and generates content for publication in journals and academic and managerial texts.

**Start-up Support**

CEBCM is not a start-up operation. The center has been in operation for seven years with an annual operating budget.
GOALS & OBJECTIVES
GOALS & OBJECTIVES

The goal of CEBCM is to enable interaction between faculty, scholars, students, and industry to enhance research opportunities, academic excellence, real-world problem-solving, and knowledge creation and dissemination. The overarching goal is to advance the art and science as well as the practice of learning and teaching pertaining to unique aspects of managing brands and customers.

The integration of knowledge from other relevant disciplines in identifying risks associated with predicting cash flows, future purchase behavior, marketing to customers across countries/cultures and growth and diffusion of the customer base warrants the most sophisticated statistical knowledge to produce useful and cutting-edge knowledge. Specifically, the Center’s Vision and Mission are as follows:

Vision and Mission

The Vision of CEBCM is to be:

"A world-class forum in the creation and dissemination of knowledge on the unique aspects of managing brands and customers through interdisciplinary contributions"

The Mission of the CEBCM is to:

- Encourage and solicit active participation from various disciplines to enrich and enhance the value propositions to multiple constituencies.
- Become the leading center for cutting-edge "Knowledge Creation and Tool Generation" in managing brands and customers.
- Be the leading center for the application of Customer Relationship Marketing know-how to various industries.
- Become the most productive center for publishing cutting-edge research papers and case studies in the brand and customer management area.
- Be the leading center for bringing innovation to the classroom in the Marketing Intelligence (MI) area, and develop future business leaders.
- Become the leading center for fostering the most productive academic-business community interaction to gain increased research opportunities, student placement, classroom enrichment and research ranking.

All these aims take the Center closer to the overarching goal of advancing the art and science, as well as the practice of learning and teaching pertaining to unique aspects, of managing brands and customers.

Resources and Constraints

Key resources of the center include marketing PhD students, graduate research assistants, faculty, and staff who contribute to the execution of research and the management of the center. Other resources include data providers and the annual operating budget.

There are no institutional, administrative, and/or financial constraints that interfere with achieving the center’s goals and objectives. The center is successfully meeting its current performance level, however increased resource commitments would be needed to achieve further growth and performance.
Assessment of Goals

As the name implies, CEBCM is committed to achieving excellence in the field of strategic and empirical marketing. The center’s faculty and students are all highly published, award-winning scholars. Some of the center’s accomplishments in the past 5 years include:

Faculty Awards:
Regent’s Professor | Teaching Excellence Awards | Best Professor Awards | Professor of the Year Awards | ISMS-MSI Practice Prize Awards | Sheth Foundation Awards | Best Paper Awards | Research Grant Recipients

Student Awards:
- ISMS Doctoral Consortium Fellows (6)
- AMA-Sheth Foundation Doctoral Consortium Fellows (5)
- ISBM PhD Student Camp for Research Fellows (3)
- ISMS-MSI Practice Prize Competition Finalists (2)

Faculty and students are consistently publishing in top journals. In the last 5 years, CEBCM affiliates have published a total of 103 papers with over one-third being in the Top 4 Journals. See Appendix III for Faculty and Student Credentials.
RESEARCH OF THE CENTER
RESEARCH OF THE CENTER

The goal of CEBCM is to enable interaction between faculty, scholars, students and industry to enhance research opportunities, academic excellence, real-world problem-solving, and knowledge creation and dissemination. The overarching goal is to advance the art and science as well as the practice of learning and teaching pertaining to unique aspects of managing brands and customers.

Current Research Areas

CEBCM is known for its pioneering research in the areas of Customer Lifetime Value (CLV) and associated applications in the measurement and maximization of CLV using the Wheel of Fortune strategies (Figure 1).

Figure 1: Wheel of Fortune: Strategies Used for Maximizing CLV


CEBC also utilizes the Customer Engagement Value (CEV) concept (Figure 2). This framework expands the purview of CLV and enables firms to value all types of customer
contributions including:
- Customer Referral Value (CRV - incentive-based referrals)
- Customer Influence Value (CIV - influence on prospects and other customers in the online medium)
- Customer Knowledge Value (CKV - value of their feedback/comments to the firm)

Other areas of research include Business Reference Value, Donor Lifetime Value, Salesperson Lifetime Value, and Employee Engagement Value.

**Figure 2: Customer Engagement Value Framework**

Challenges to Research
There are no major impediments for conducting research in the center.
**Funding**

CEBCM's operating budget is funded from CBCM2 state funds. CBCM2 Fund Code 10 is the main funding source for the center and covers the majority of the center's expenses including the salaries of the staff. The limited expenses not covered by CBCM2 include food and kitchen supplies which are funded through the GSU Foundation Fund 14. Funding for CEBCM from Fund Code 10 for the past five years has been $180,000 per year.

**Research Activities**

See Appendix I.

**Publications**

See Appendix II.

**Grants**

Not applicable.
CENTER PERSONNEL
The Center is under the aegis of Dr. V. Kumar, a world-renowned author and expert on marketing research methods along with brand and customer management strategies. Dr. Kumar is the Richard and Susan Lenny Distinguished Chair in Marketing, the Executive Director of the Center for Excellence in Brand and Customer Management, and the Director of the PhD program in Marketing at the J. Mack Robinson College of Business. His pioneering research on Customer Loyalty and Customer Lifetime Value has received attention worldwide. His research has been widely published in premium journals. See Appendix III for Faculty and Student Credentials.

Faculty, Students, and Staff
Faculty fellows, staff for research support, visiting scholars, doctoral students and graduate assistants working on center research projects are listed below:

Faculty Fellows Working on Research Projects at CEBCM:
1. V. Kumar, PhD
   Richard and Susan Lenny
   Distinguished Chair Professor
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2. Jeffrey Parker
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3. Man (Anita) Luo, PhD
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   Email – aluo@gsu.edu
4. Denish Shah, PhD
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8. Yi Zhao, PhD
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CEBCM Staff for Research Support:
1. Jeffrey Brathwaite
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3. Amber McCain
   Research & Journals Coordinator
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4. Bharath Rajan
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   Research Coordinator II  
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**Visiting Scholars:**

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2. Kyoungmi (Kate) Kim  
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   Lille, France  
   Email – mbayefall.diallo@univ-lille2.fr

**Doctoral Students (Working on CEBCM Research Projects):**

1. Ankit Anand  
   Email – aanand2@student.gsu.edu

2. Jee Won (Brianna) Choi  
   Email – jchoi43@student.gsu.edu

3. Qian (Sylia) Chen  
   Email – qchen5@student.gsu.edu

4. Ashley Goreczny  
   Email – apoumehr1@student.gsu.edu

5. Angeliki Christodoulopoulou  
   Email – achristodoulopoulou@student.gsu.edu

6. Anita Pansari  
   Email – apansari1@student.gsu.edu

7. Jia Fan  
   Email – jfan4@student.gsu.edu

8. Amalesh Sharma  
   Email – asharma@student.gsu.edu

9. Kihyun (Hannah) Kim  
   Email – kkim21@sgsu.edu

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11. Insu Park
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12. Orhan Bahadir Dogan
   Email – odogan1@student.gsu.edu

13. Huynseok Song
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**Graduate Student Assistant:**
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2. Christin Woods
   Email – cwoods29@student.gsu.edu

3. Madhuri Puttaswamy
   Email – mputtaswamy1@student.gsu.edu

4. Peyton Fraser
   Email – pfraser4@student.gsu.edu

5. Tyra Washington
   Email – twashington22@student.gsu.edu
### Appendix I: Research Activities

<table>
<thead>
<tr>
<th>YEAR</th>
<th>INVITED RESEARCH PRESENTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>“The Culture of Business and the Business of Culture”, Institute for Asian Consumer Insights, Nanyang Technological University, Singapore, April 2015</td>
</tr>
<tr>
<td>2015</td>
<td>“Publishing in the Journal of Marketing”, Institute for Asian Consumer Insights, Nanyang Technological University, Singapore, April 2015</td>
</tr>
<tr>
<td>2015</td>
<td>“Rigor and Relevance in Research”, Institute for Asian Consumer Insights, Nanyang Technological University, Singapore, April 2015</td>
</tr>
<tr>
<td>2015</td>
<td>“Leveraging Big data for Marketing: Managing Customers by ‘Habit’ to Enhance Firm Value”, University of New South Wales Business School, April 2015</td>
</tr>
<tr>
<td>2015</td>
<td>“Rigor and Relevance in Research”, Ben-Gurion University of the Negev, Beer-Sheva, Israel March 2015</td>
</tr>
<tr>
<td>2015</td>
<td>“Leveraging Big data for Marketing: Managing Customers by ‘Habit’ to Enhance Firm Value”, Ben-Gurion University of the Negev, Beer-Sheva, Israel March 2015</td>
</tr>
<tr>
<td>2015</td>
<td>“Meet the Editors”, The Emerging Marketing Conference Board, Institute of Management Technology, Ghaziabad, Dubai, January 2015</td>
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<tr>
<td>2014</td>
<td>“Advice from the editor of JM”, Let’s Talk about Service, Ghent University, Brussels, Belgium, December 2014</td>
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<tr>
<td>2014</td>
<td>“What Matters in Social Media and Digital Marketing?”, Digital Analytics Summit, Boğaziçi University, Istanbul, Turkey, October 2014</td>
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<tr>
<td>2014</td>
<td>“Capturing the Influence of Social Media Marketing?”, Skolkovo Master’s Class, Moscow School of Management, Skolkovo, Russia, September 2014</td>
</tr>
<tr>
<td>2014</td>
<td>“Capturing the Influence of Social Media Marketing?”, Skolkovo Alumni Association, Moscow School of Management, Skolkovo, Russia, September 2014</td>
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<tr>
<td>Year</td>
<td>Title</td>
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<tr>
<td>------</td>
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<tr>
<td>2013</td>
<td>“Engagement Orientation: A Catalyst for Profits”, Marketing Edge Research Summit, Chicago, IL, October 2013</td>
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<tr>
<td>2012</td>
<td>“Maximizing Profitable Customer Engagement” two-day research work shop, Pontifical Catholic University of Parana, Brazil, Oct 2012</td>
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<tr>
<td>2012</td>
<td>“Profitable Brand &amp; Customer Engagement”, Marketing Scholar Forum X: Latest Challenges in Research in Marketing, Hong Kong, China, June 2012</td>
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<tr>
<td>Year</td>
<td>Event</td>
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<tr>
<td>2011</td>
<td>“How to Build a Profitable Brand With Loyal Customers”</td>
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<tr>
<td>2011</td>
<td>“Publishing in Leading Marketing Journals”</td>
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<tr>
<td>2011</td>
<td>“Crafting a Manuscript: Generating Ideas”</td>
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<tr>
<td>2011</td>
<td>“How MSI has influenced my Research”</td>
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<td>2011</td>
<td>“Managing Brands and Customers for Profit”</td>
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<tr>
<td>2011</td>
<td>“So, Where Does Marketing Go From Here –How to Create a Marketing Profession We Can All Be Proud Of”</td>
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<td>2011</td>
<td>“Question &amp; Answer Session with the Marketing Gurus”</td>
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<td>2011</td>
<td>“Entrepreneurship With Marketing Academia”</td>
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<td>2011</td>
<td>“Looking Back and Looking Forward in the Marketing-Finance Interface”</td>
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<td>2011</td>
<td>“An Interdisciplinary Perspective of Building Shareholder Value”</td>
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<td>2011</td>
<td>“Practitioners Viewpoint of Building Shareholder Value”</td>
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<td>2011</td>
<td>“Marketing Accountability Standards Board: Moving from the First 3 Years (Start-up) to the Next 3 Years (Changing the Game)”</td>
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<td>2011</td>
<td>“The ISMS-MSI Practice Prize: History and Impact of the ISMS-MSI Practice Prize”</td>
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<td>2010</td>
<td>“Service Innovation-When, Where and How?”</td>
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<td>2010</td>
<td>“Crafting a Manuscript: From Idea Generation to Publication”</td>
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<td>2010</td>
<td>“Creating Shareholder Value: An Integrated Perspective”</td>
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<td>2010</td>
<td>“Building a Differentiated, Loyal, and Profitable Customer Management Strategy”</td>
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<tr>
<td>2010</td>
<td>“Advances in Marketing Strategy”</td>
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<tr>
<td>2010</td>
<td>“Managing Brands &amp; Customers for Profits”</td>
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<tr>
<td>Year</td>
<td>Title</td>
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<td>------</td>
<td>----------------------------------------------------------------------</td>
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<tr>
<td>2009</td>
<td>“Managing Customers for Profit”, Advanced School of Marketing Research, American Marketing Association, Atlanta, GA, November, 2009</td>
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<tr>
<td>2009</td>
<td>“Managing Brands and Customers for Profit”, Quartz Consulting, Denmark, November 2009</td>
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<tr>
<td>2009</td>
<td>“Linking CLV to Shareholder Value”, Copenhagen Business School, Denmark, November 2009</td>
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<td>2009</td>
<td>“Measuring and Maximizing the Value from the Customer”, Direct Marketing Association, Atlanta, GA, October 2009</td>
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<td>2009</td>
<td>“Bringing Marketing to Wall Street- The Role of CLV”, Marketing Accountability Standards Board, Marketing Accountability Foundation, Chicago, IL, August 2009</td>
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<td>2009</td>
<td>“Measuring and Maximizing Customers’ Lifetime, Brand and Referral Value”, Singapore Management University, Institute of Service Excellence, Singapore, July 2009</td>
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<td>2009</td>
<td>“Expanding the Role of Marketing: From Customer Equity to Market Capital”, Olin Business School, Washington University, St. Louis, MO, June 2009</td>
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<td>2009</td>
<td>“Expanding the Role of Marketing: From Customer Equity to Market Capitalization”, Dartmouth College, Hanover, NH, May 2009</td>
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<td>2009</td>
<td>“Expanding the Role of Marketing: From Customer Equity to Market Capitalization”, Dartmouth College, Hanover, NH, March 2009</td>
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<td>2009</td>
<td>“Expanding the Link between Customer Brand Value, Customer Referral Value and Customer Lifetime Value”, Marketing Hightower Lecture, Goizueta Business School, Emory University, Atlanta, GA, February, 2009</td>
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<td>2008</td>
<td>“Managing Customers for Profit”, Advanced School of Marketing Research, American Marketing Association, Atlanta, GA, November, 2008</td>
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<td>2008</td>
<td>“Impact of Customer Referrals on Profitability”, Southern Methodist University, Dallas, Texas, September, 2008</td>
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<td>2015</td>
<td>“Distribution Dynamics and Brand Performance: The Role of Market Type, Retail Format and Macroeconomics”, 2015 Marketing Science Conference, Baltimore, MA, June 2015</td>
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<td>2015</td>
<td>“To Please Or Not To Please: Relationships Between Customer Satisfaction And Service Attributes: The Case Of Airl</td>
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<td>2014</td>
<td>“Implementing Integrated Marketing Science Modeling at a Non-Profit Organization: Balancing Multiple Business Objectives at Georgia Aquarium”, 2014 INFORMS Marketing Science Conference, Emory University, Atlanta, GA, June 2014</td>
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<td>2014</td>
<td>“Modeling Customer Opt-In and Opt-Out in a Permission-Based Marketing Context”, 2014 INFORMS Marketing Science Conference, Emory University, Atlanta, GA, June 2014</td>
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<tr>
<td>2014</td>
<td>“The Impact of Gift-Giving on Customer Profitability”, 2014 INFORMS Marketing Science Conference, Emory University, Atlanta, GA, June 2014</td>
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<td>2014</td>
<td>“Dynamic Scheduling of Email Content and Sending Timing for Managing a Profitable Email Program”, 2014 AMA Winter Marketing Educators’ Conference, Orlando, FL, Feb 2014</td>
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<td>Year</td>
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<td>2012</td>
<td>“Creating a Measurable Social Media Marketing Strategy for Hokey Pokey: Increasing the Value and ROI of Intangibles &amp; Tangibles”, 2012 INFORMS Marketing Science Conference, Harvard University, Boston, MA, June 2012</td>
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<td>2012</td>
<td>“Will Employees’ and Customers’ Perception of Brand Value Affect Firm Profitability?”, 2012 INFORMS Marketing Science Conference, Harvard University, Boston, MA, June 2012</td>
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<td>2012</td>
<td>“Social Media Strategy: Increasing the Value and ROI of Intangibles and Tangibles”, INFORMS Analytics Practitioners Conference, Huntington Beach, CA, April 2012</td>
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<td>2012</td>
<td>“Marketing/Finance Interface in Marketing Research”, 2012 AMA Winter Marketing Educators’ Conference, St. Petersburg, FL, February 2012</td>
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<tr>
<td>2011</td>
<td>“Quantifying the Value of Business Referrals”, 2011-12 ISMS-MSI Practice Prize Conference, University of Maryland, Washington D. C., December 2011</td>
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<td>2011</td>
<td>“Modeling The Dynamics of Marketing-Mix Responses In Emerging Markets”, Marketing Dynamics Conference, Jaipur, India, July 2011</td>
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<td>2010</td>
<td>“Understanding the Drivers of Customer Referral Value”, INFORMS Marketing Science Conference, Cologne, Germany, June 2010</td>
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<td>2010</td>
<td>“The Role of Attitudes in Customer Value: Does the Contractual Nature of the Relationship Matter?”, INFORMS Marketing Science Conference, Cologne, Germany, June 2010</td>
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<td>2010</td>
<td>“A Review of Customer Equity Models in the Context of Discounted Cash Flow Valuation Theory”, INFORMS Marketing Science Conference, Cologne, Germany, June 2010</td>
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| 2009 | “Building Profitable Loyalty in Food Retailing”, Brand Loyalty Congress, Keynote Address,
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<td>2008</td>
<td>“Managing Customers for Profit,” Siperian Webinar, November 2008</td>
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### Appendix II: Publications (2012 to Date)

#### Bibliography of Refereed Publications from January 2012 to Date

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<th>YEAR</th>
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<tr>
<td>Forthcoming</td>
<td>Insights for Decision Making in a Global and Digital Marketing Environment</td>
<td>Kumar, V., and Bharath Rajan</td>
<td>Journal of World Marketing Summit</td>
<td>Issue dedicated to Phillip Kotler</td>
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<tr>
<td>Forthcoming</td>
<td>Using Big Data to Model Time-Varying Effect for Marketing Resources (Re)allocation</td>
<td>Saboo, A., V. Kumar, Insu Park</td>
<td>Management Information Systems Quarterly</td>
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<td>Forthcoming</td>
<td>Leveraging Distribution to Maximize Firm Performance in Emerging Markets</td>
<td>Kumar, V., Sarang Sunder, and Amalesh Sharma</td>
<td>Journal of Retailing</td>
<td>available online, doi:10.1016/j.jretai.2014.08.005</td>
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<tr>
<td>Forthcoming</td>
<td>“Implementing Integrated Marketing Science Modeling at a Non-Profit Organization: Balancing Multiple Business Objectives at Georgia Aquarium</td>
<td>Kumar, V., Amalesh Sharma, Naveen Donthu and Carey Rountree</td>
<td>Marketing Science</td>
<td>Finalist for the 2013-14 Gary L. Lilien ISMS- MSI Practice Prize</td>
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<tr>
<td>2015</td>
<td>Competitive Advantage through Engagement</td>
<td>Kumar, V. and Anita Pansari</td>
<td>Journal of Marketing Research</td>
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<tr>
<td>2015</td>
<td>Evaluating the Impact of Social Media Activities on Human Brand Sale</td>
<td>Saboo, A. V. Kumar, G. Ramani</td>
<td>International Journal of Research in Marketing</td>
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<td>2015</td>
<td>Investigating How Word of Mouth Conversations About Brands Influence Purchase and Retransmission Intentions</td>
<td>Baker, Andrew, Naveen Donthu, and V. Kumar</td>
<td>Journal of Marketing Research</td>
<td></td>
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<tr>
<td>2015</td>
<td>Research framework, strategies, and applications of intelligent agent technologies (IATs) in marketing</td>
<td>Kumar, V. Ashutosh Dixit, Rajshekar (Raj) G. Javalgi, and Mayukh Dass</td>
<td>Journal of the Academy of Marketing Science</td>
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<td>Year</td>
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<td>Authors</td>
<td>Journal/Source</td>
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<td>2015</td>
<td>Boosting the Demand in Experience Economy</td>
<td>Kumar, V., Amalesh Sharma, Naveen Donthu, and Carey Rountree</td>
<td>Harvard Business Review, Jan-Feb.</td>
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<td></td>
<td>Evidence from a Field Experiment</td>
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<td>2015</td>
<td>Diagnosing the Brand Performance: Accounting for the Dynamic Impact of</td>
<td>Shah, Denish, V. Kumar, and Yi Zhao</td>
<td>Journal of Marketing Research, Vol 52 (2), pp. 147-165</td>
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<td></td>
<td>Product Availability with Aggregate Data</td>
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<td>Making: Role of National Culture</td>
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<td>to Look Out For (Editorial)</td>
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<td>on Service Purchase Behaviors</td>
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<td></td>
<td>(Editorial)</td>
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<td>2014</td>
<td>Sustainability and Branding: An Integrated Perspective</td>
<td>Kumar, V. and Angeliki Christodoulopoulou</td>
<td>Industrial Marketing Management, Vol. 43 (1), pp. 6-15</td>
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<tr>
<td>2013</td>
<td>Predicting Purchase Timing, Product Choice, and Purchase Amount for a Firm's Adoption of a Radically Innovative Information Technology: An Analysis of Cloud Computing Services</td>
<td>Bohling, Timothy, V. Kumar, and Riddhi Shah</td>
<td>Service Science, Vol. 5, 102-123</td>
<td>Winner of the 2011-12 Gary L. Lilien ISMS- MSI Practice Prize for outstanding marketing science work that has had significant organizational impact</td>
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<tr>
<td>Year</td>
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<td>2013</td>
<td>Sustainability as a Corporate Culture of a Brand for Superior Performance</td>
<td>Lerzan Aksoy, Alexander Buoye, Joerg Henseler</td>
<td>Journal of World Business, Vol. 48 (3)</td>
<td>330-352</td>
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<tr>
<td>2013</td>
<td>Maximizing Profits for a Multi-Category Catalog Retailer</td>
<td>George, Morris, V. Kumar, and Dhruv Grewal</td>
<td>Journal of Retailing, Vol. 89 (4)</td>
<td>374-396</td>
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<tr>
<td>2013</td>
<td>Recovering Hidden Buyer-Seller Relationship States to Measure the Return on Marketing Investment in Business-to-Business Markets</td>
<td>Luo, Anita Man, and V. Kumar</td>
<td>Journal of Marketing Research, Vol. 50 (1)</td>
<td>143-160</td>
</tr>
<tr>
<td>2012</td>
<td>Increasing the ROI of Social Media Marketing</td>
<td>Kumar, V. and Rohan Mirchandani</td>
<td>MIT Sloan Management Review, Vol. 54 (1)</td>
<td>55-61</td>
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<tr>
<td>2012</td>
<td>Unprofitable Cross-buying: Evidence from Consumer &amp; Business</td>
<td>Shah, Denish, V. Kumar, Yingge Qu, and Sylia Chen</td>
<td>Journal of Marketing, Vol. 76 (3)</td>
<td>78-95</td>
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<td>YEAR</td>
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<tr>
<td>2012</td>
<td>An Evolutionary Roadmap to Winning with Social Media Marketing</td>
<td>Kumar, V., and Bala Sundaram</td>
<td>Marketing Research: A Magazine of Management and Applications, Vol. 24 (2), pp. 4-7</td>
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**Bibliography of Non-Refereed Publications from January 2012 to Date**

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<th>YEAR</th>
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<tr>
<td>Forthcoming</td>
<td>Marketing Research</td>
<td>Aaker, David A., V. Kumar, Robert P. Leone, and George S. Day</td>
<td>12th edition, John Wiley and Sons, New York, NY</td>
<td>Book</td>
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<td>Forthcoming</td>
<td>A Strategic Approach to Drive Profits: Defining, Measuring and Maximizing Customer Value</td>
<td>Kumar, V. and Bharath Rajan</td>
<td>The Future of Branding, eds., Greg M. Thomas and Raj, Srivastava, pp. 34-67</td>
<td>Book Chapter</td>
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<td>2015</td>
<td>Marketing Research:</td>
<td>Kumar, V.</td>
<td>Sage Publications:</td>
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<td>2015</td>
<td>Aggregate- and Individual-level Customer Lifetime Value</td>
<td>Kumar, V. and Anita Pansari</td>
<td>Handbook of Research on Customer Equity in Marketing, Edward Elgar Publishing Ltd., pp. 44-76</td>
<td>Book Chapter</td>
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<td>2015</td>
<td>Stop Grouping and Start Regulating – A New Approach to Social Media Marketing</td>
<td>Kumar, V., Nandini Krishnamoorthy, and Gayatri Shukla</td>
<td>Handbook of Research on Customer Equity in Marketing, Edward Elgar Publishing Ltd., pp. 399-430</td>
<td>Book Chapter</td>
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<tr>
<td>2015</td>
<td>The Future of Customer Equity</td>
<td>Kumar, V. and Gayatri Shukla</td>
<td>Handbook of Research on Customer Equity in Marketing, Edward Elgar Publishing Ltd., pp. 483-492</td>
<td>Book Chapter</td>
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<td>2014</td>
<td>Tracing the Evolution &amp; Projecting the Future of In-Store Marketing</td>
<td>Kumar, V., Nita Umashankar, Insu Park</td>
<td>Shopper Marketing and the Role of In-Store Marketing (Review of Marketing Research, Volume 11), eds. Dhruv Grewal, Anne L. Roggeveen, Jens Nordfält, Emerald Group Publishing Limited, pp. 27-56</td>
<td>Book Chapter</td>
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<tr>
<td>2014</td>
<td>CRM Metrics and Strategies to Enhance Performance in Service Industries</td>
<td>Kumar, V., Nita Umashankar, and Jee Won (Brianna) Choi</td>
<td>Handbook of Services Marketing Research, eds. Roland Rust and</td>
<td>Book Chapter</td>
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<td>Year</td>
<td>Title</td>
<td>Authors</td>
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<td>2013</td>
<td>Profitable Customer Engagement: Concepts, Metrics &amp; Strategies</td>
<td>Kumar, V.</td>
<td>Sage Publications: New Delhi, India</td>
<td>Book</td>
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<td>2012</td>
<td>Statistical Methods in Customer Relationship Management</td>
<td>Kumar, V. and Andrew J. Petersen</td>
<td>John Wiley &amp; Sons</td>
<td>Book</td>
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</table>
Appendix III: Faculty and Student Credentials
Dr. V. Kumar (VK)
Executive Director
www.drvkumar.com

- Regents’ Professor
- Richard and Susan Lenny Distinguished Chair & Professor in Marketing
- Executive Director, Center for Excellence in Brand and Customer Management
- Director, PhD Program in Marketing, J. Mack Robinson College of Business
- Chang Jiang Scholar, HUST, China
- Lee Kong Chian Fellow, Singapore Management University, Singapore
Quick Facts about Dr. Kumar’s Lifetime Career Contributions

✓ **Recently Ranked No.1 in the marketing field** for publications in the top 4 premier marketing journals by the American Marketing Association
✓ **Editor-in-Chief** of the Journal of Marketing, for the period April 1, 2014 – June 30, 2018
✓ Recipient of **12 Lifetime Achievement Awards** (in various areas of Marketing)
✓ Recognized with the highest honor from the Ministry of Education, China as the **Chang Jiang Scholar**
✓ Recognized with the highest honor from Singapore Management University as the **Lee Kong Chian Fellow**
✓ Selected as a “**Marketing Legend**” and is featured in the “**Legends in Marketing**” series, Jagdish Sheth (editor) as one of the 8 Legends along with Phil Kotler, Paul Green, Jerry Zaltman, Jagdish Sheth, and Jerry Wind.
✓ Recognized as **Regents’ Professor**- highest honor given to a professor in the University System of Georgia
✓ Honored in China by naming a collaborative research institute at HUST as the **V. Kumar International Marketing Science Institute**
✓ Published **over 200 articles** in the form of journal papers, books (translated into six languages worldwide) and book chapters, conference proceedings, research reports, and case studies
✓ Author/Co-author of **14 Best Paper Awards** in premier journals
✓ **Eight-time finalist** for Best Paper Awards in premier journals
✓ Conferred with “**Best Professor in Marketing**” award by the Golden Star Academic & Educational Excellence Awards 2013 at the World Marketing Summit in Malaysia, 2013
✓ **Winner** of the 2013 **Outstanding Service Excellence Award**, J. Mack Robinson College of Business, Georgia State University
✓ **Winner** of the 2012 **Outstanding Teaching Excellence Award**, J. Mack Robinson College of Business, Georgia State University
✓ **Winner** of the 2011 **Outstanding Research Excellence Award**, J. Mack Robinson College of Business, Georgia State University
✓ **Winner** of the 2012 **Paul D. Converse Award** (For Advancing the Field of Marketing)
✓ **Winner** of the 2011-12 **Gary L. Lilien ISMS-MSI Practice Prize Award** (Implementation of Best Marketing Science)
✓ **Winner** of the 2011 **Sheth Foundation/Journal of Marketing Award** (Long Term Impact)
✓ **Winner** of the 2009 **Sheth Foundation/Journal of the Academy of Marketing Science Award** (Most Impactful Article)
✓ **Five times consecutive finalist** for the **Gary L. Lilien** ISMS-MSI Practice Prize Award
✓ **Won** several research grants from multiple research organizations (including the **$100,000 prize for the 2006 ISBM Academic-Practitioner Proposal Competition**)
✓ Recipient of **11 Teaching Excellence Awards** (including from the **Governor of Connecticut**)
✓ Taught in over **30 countries**, over **24 courses** across Bachelors, Masters and Doctoral programs worldwide
✓ Supervised over **8 award-winning** doctoral dissertations
✓ Served/serving on several **academic and corporate boards**
✓ Serving on **Editorial Review Boards** of 12 scholarly journals
✓ **Created Business Impact** through Implementation of over **2 billion dollars** in incremental revenue through implementation of marketing science models/methods
✓ Conferred the title of “**Marketing Guru**” by the Indian Institute of Technology Alumni Association, India
✓ Conferred with “**Bharat Gaurav Award,**” and “**Hind Rattan Award**” from the **Union Ministers of the Government of India in 2009**
✓ Conferred with “**Pravasi Achievers Gold Medal**” at the House of Lords, U.K. in 2010
✓ Conferred with “**Glory of India Award,**” Crowne Plaza Hotel in Buckingham Gate, U.K., 2010
✓ Conferred with “**Best Professor in Marketing**” Trophy and certificate by the Asia’s Best Business School Awards Program organized by the CMOAsia.Org in Singapore 2010, (Kuala Lumpur 2013 – WMS)
✓ Graduated with “**Honors**” in the Bachelors Program Indian Institute of Technology, India
✓ Graduated with **First Rank Gold Medal**, Masters Program, Indian Institute of Technology
✓ Graduated with a perfect GPA (4.0) in the Ph.D. Program at University of Texas at Austin
✓ Recognized as a **Distinguished Marketing Doctoral Student Alumni**, University of Texas at Austin
NAVEEN DONTHU
Distinguished University Professor
Katherine S. Bernhardt Research Professor
Kenneth L. Bernhardt Distinguished Department Chair

GOALS

• Be a researcher who exhibits rigor and relevance
• Be an effective teacher who excels in the classroom
• Make service contributions to the department, college, university, and academia
• Be a department chair who takes pride in the achievements of his team

PUBLICATIONS

“Implementing Integrated Marketing Science Modeling at a Non-Profit Organization: Balancing Multiple Business Objectives at Georgia Aquarium” (with V. Kumar, Amalesh Sharma, and Carey Rountree), Marketing Science, Forthcoming.


“Cultivating Trust and Harvesting Value in Virtual Communities” (with Connie Porter), Management Science, 54(1), 2008.


AWARDS/ACCOMPLISHMENTS

Top Professor, Selected by MS Marketing Cohort, 2013 & 2011 | RCB Board of Advisors Award for Service Excellence, 2004 | RCB Faculty Recognition Award for Service, 2003 | RCB Faculty Recognition Award for Research and Publications, 1999 & 1994 | RCB Faculty Recognition Award for Teaching, 1998 | GSU Outstanding Faculty Achievement Award, 1997 | Gold Medalist, Gujarat University, India, 1981
ALOK SABOO  
Assistant Director, CEBCM  
Assistant Professor – Marketing

GOALS

- Investigate substantive topics in marketing using robust empirical methods
- Use data to assist managers in efficiently allocating their marketing resources and improve firm performance
- Help students reach their full potential by providing relevant tools and templates

PUBLICATIONS


SELECTED WORKING PAPERS


Saboo, Alok R., Amalesh Sharma, V. Kumar, and Anindita Chakravarty, “Resource Overlap and Acquisition Performance: An Empirical Investigation.” (Equal Contribution; Authors listed in random order). Being finalized for submission at Journal of Marketing Research.


AWARDS/ACCOMPLISHMENTS

- ISBM Doctoral Dissertation Award, 2011  
- David T. and M. Joan Wilson Dissertation Award, 2011  
- Smeal Competitive Dissertation Award, 2011  
- Haring Faculty and Doctoral Symposium Fellow, Indiana University, 2010  
- Smeal Small Research Grant, Dean’s Office, Pennsylvania State University, 2010  
- ISBM Fellowship, Pennsylvania State University, 2007–2012
KORAY COSGUNER
Assistant Professor – Marketing

GOALS

• Gain substantive insights about firm and consumer decisions by constructing structural econometric models

WORKING PAPERS

“Behavioral Price Discrimination in a Distribution Channel: A Dynamic Pricing Perspective” (with Tat Y. Chan and P.B. Seetharaman), Revise and Resubmit at 
Marketing Science.

“Dynamic Pricing in a Distribution Channel in the Presence of Switching Costs” (with Tat Y. Chan and P.B. Seetharaman), Revise and Resubmit at Management Science.

“Profiting from Asymmetrically Dominated Alternatives: The Case of Online Diamond Pricing” (with Chunhua Wu), Submitted to Journal of Marketing Research.

WORK IN PROGRESS

“Dynamically Managing a Profitable Email Marketing Program” (with V. Kumar and Xi (Alan) Zhang), in preparation for submission to Journal of Marketing Research.

Winner: The Best Paper Award, Digital Marketing Track at 2015 Summer AMA

“Pricing and Distribution in an Emerging Market: A Structural Econometric Approach” (with V. Kumar and Amalesh Sharma), in preparation for submission to Journal of Marketing Research.

“Implications of Variety-Seeking Demand on Dynamic Oligopolistic Price Competition” (with Tat Y. Chan and P.B. Seetharaman), in preparation for submission to Marketing Science.

AWARDS/ACCOMPLISHMENTS

AMA Sheth Foundation Doctoral Consortium Fellow, 2012 | Hubert C. Moog Scholar, Washington University in St. Louis, 2012

“Dynamically Managing a Profitable Email Marketing Program”, winner of the Best Paper Award, Digital Marketing Track at 2015 AMA Summer Marketing Educators' Conference
NITA UMASHANKAR
Assistant Professor – Marketing

GOALS

- Advance the understanding of how service firms and consumers interact to form relationships and drive positive outcomes for the firm.
- Work on exciting problems in various strategic areas, including services, mergers & acquisitions, and innovation.
- Teach with passion and care for the students.

PUBLICATIONS


“Assessing the Influence of Economic and Customer Experience Factors on Service Purchase Behaviors” (with V. Kumar, Kihyun Kim, and Yashoda Bhagwat), Marketing Science, 33(5), 2014.

“There’s Something in a Name: Value Relevance of Congruent Ticker Symbols” (with Raji Srinivasan), Customer Needs and Solutions, 1(1), 2014.


WORK IN PROGRESS

“Suffering in Silence: Customers’ Reluctance to Complain Damages Service Relationships” (with Morgan K. Ward and Darren Dahi), Under Review (First Round) at Journal of Marketing Research.

“Did You Bring Enough for Everybody? How Sharing Contexts Influence Food Choices” (with Jeffrey R. Parker and Martin G. Schleicher), In Submission to Journal of Consumer Research.

“The Downside of Providing Superior Service: An Examination of the Effects of Customer Experience on Price Sensitivity” (with V. Kumar, and Yashoda Bhagwat), In Data Collection. Targeted for Journal of Marketing Research.

“Cross-selling in Offshored Service Encounters: The Effects of Country-of-origin, Geography, and the Economy.” (with Raji Srinivasan), Writing up the paper. Target journal is Marketing Science.

“Rewarding Service Providers Despite Their Failures: The Influence of Revealing Personal Information.” Data collection ongoing. Target journal is Journal of Marketing.

AWARDS/ACCOMPLISHMENTS

Fast Track Master’s Cohort Best Professor Award, 2013-2014
YI ZHAO
Assistant Professor – Marketing

GOALS

• Develop econometric methods that would lead to better understanding of consumer purchase behavior and improved managerial decision making

PUBLICATIONS

“Diagnosing Brand Performance: Accounting for the Dynamic Impact of Product Availability with Aggregate Data” (with Denish Shah and V. Kumar), Journal of Marketing Research, Forthcoming.

“Modeling Consumer Learning from Online Product Reviews” (with Sha Yang, Vishal Narayan, and Ying Zhao), Marketing Science, 32(1), 2013.


WORK IN PROGRESS

“Modeling the Lifetime Value of a Customer in the Consumer Packaged Goods (CPG) Industry” (with Sarang Sunder and V. Kumar).

“Modeling the Dynamic Decision of a Contractual Adoption of a Continuous Innovation in B2B Markets” (with Yingge Qu and V. Kumar).
DENISH SHAH
Assistant Professor – Marketing

GOALS

• Solve interesting business problems with substantive implications for how marketing can enhance the financial performance of firms

PUBLICATIONS

"Diagnosing Brand Performance: Accounting for the Dynamic Impact of Product Availability with Aggregate Data" (with V. Kumar and Yi Zhao), Journal of Marketing Research, Forthcoming.


"Unprofitable Cross-buying: Evidence from Consumer and Business Markets" (with V. Kumar, Yingge Qu, and Sylvia Chen), Journal of Marketing, 76(3), 2012.

"The Dark Side of Cross-selling" (with V. Kumar), Harvard Business Review, 90(12), 2012.

"Can Marketing Lift the Stock Prices" (with V. Kumar), MIT Sloan Management Review, 52(4), 2011.

"Uncovering implicit consumer needs for explicit product positioning: Growing Prudential Annuities’ Variable Annuity Sales” (with V. Kumar), Marketing Science, 30(4), 2011.

"Expanding the Role of Marketing: From Customer Equity to Market Capitalization” (with V. Kumar), Journal of Marketing, 73(6), 2009.


WORK IN PROGRESS

"Linking Marketing to Non-Profit Performance” (with Morris George).

"Computing the Value of an Online Visitor“ (with Hongju Liu).

"Linking Customer Cash Flow Volatility to Firm Value” (with V. Kumar, Kihyun Kim, and Brianna Choi).

"Rethinking the Marketing Funnel” (with Ashish Sood).

AWARDS/ACCOMPLISHMENTS

MSI Young Scholar, 2015 | Winner/Finalist for 5 Best Paper Awards | Winner/Finalist for 3 Dissertation Based Awards | Recipient of 2 Teaching Excellence Awards | Recipient of 2 Professor of the Year Awards
ANITA LUO PAWLUK
Assistant Professor – Marketing

GOALS

- Generate relevant and impactful marketing knowledge
- Disseminate marketing knowledge to our students and help to cultivate business leaders

PUBLICATIONS

“Modeling Customer Opt-In and Opt-Out in a Permission-Based Marketing Context” (with V. Kumar and Alan Zhang), Journal of Marketing Research, 51(4), 2014. (Equal Contribution)


“Recovering Hidden Buyer–Seller Relationship States to Measure the Return on Marketing Investment in Business-to-Business Markets” (with V. Kumar), Journal of Marketing Research, (50)1, 2013.

*Winner of 2014 Don Lehmann Award for best dissertation-based paper in the Journal of Marketing or Journal of Marketing Research

“Assessing the Effect of Marketing Investments in a Business Marketing Context” (with V. Kumar, S. Sriram, and Pradeep Chintagunta), Marketing Science, (30)5, 2011. (Equal Contribution)

WORK IN PROGRESS

“Temporal Clustering of Customer Relationship Stages Using Machine Learning Approach” (with V. Kumar).

“Modeling Online and Offline Word-of-Mouth Behavior” (with Naveen Donthu and Andrew Baker).

“Linking Customer Brand Equity to Customer Lifetime Value – An Integrated Framework” (with V. Kumar and Vithala Rao).

“A Double Loop Learning Model of Integrated and Proactive Customer Relationship Management” (with V. Kumar and Jia Fan).

“Modeling a Dynamic Game of New Product Adoption in Business-to-Business Markets” (with V. Kumar, Amaleesh Sharma, and Hongju Liu).

AWARDS/ACCOMPLISHMENTS

Winner, Don Lehmann Award, 2014 (with Dr. V. Kumar) | Winner, Mary Kay Doctoral Dissertation Competition, 2010 | Winner, Shankar-Spiegel Award (first ever presented), DMEF, 2008 | AMA Sheth Foundation Doctoral Consortium Fellow, 2008 | Co-winner, ISBM/MSI Academic Practitioner Challenge, ISBM/MSI, 2006 (with Dr. V. Kumar, Dr. S. Sriram, and Dr. Pradeep Chintagunta)
Yingge (Inga) Qu
PhD in Marketing (2014) | Mississippi State University

GOALS

- Provide innovative and efficient methodologies for maximizing firm profitability across industries including B2C retailing, B2C financial, B2B financial, and B2B high technology

PUBLICATIONS

*(Finalist, the 2012 MSI/H. Paul Root Award for the Best paper Published in the Journal of Marketing)*

**Dissertation:** “Modeling the Dynamic Decision of a Contractual Adoption of a Continuous Innovation in B2B Markets”
*(Job Market paper) (Winner of the 2013 ISBM Business Marketing Doctoral Dissertation Proposal Competition)*

**Focus**
Empirical Marketing Strategy

**Areas of Interest**

*Substantive:*
- Customer Relationship Management (CRM)
- Consumer Cross-Buy Behavior

*Methods:*
- Forward-looking Dynamics
- Consumer Choice Models
- Bayesian Modeling

AWARDS/ACCOMPLISHMENTS

SARANG SUNDER
PhD in Marketing (2015) | Texas Christian University

GOALS

• Address substantive and relevant business/marketing issues using rigorous empirical methods to improve firm performance
• Translate work into publications at premier journals
• Disseminate the latest knowledge in the classroom

PUBLICATIONS


“Who’s your Most Valuable Salesperson?” (with V. Kumar and Robert P. Leone), Harvard Business Review, 95(4), 2015.

“Measuring and Managing a Salesperson’s Future Value to the Firm” (with V. Kumar and Robert P. Leone), Journal of Marketing Research, 51(5), 2014.


Dissertation: “Modeling the Lifetime Value of a Customer in the Consumer Packaged Goods (CPG) Industry” (with V. Kumar and Yi Zhao), Targeted for Journal of Marketing Research.

WORK IN PROGRESS

“Modeling distribution dynamics in an Emerging Market- Accounting for market heterogeneity and the macroeconomy” (with V. Kumar and Amalesh Sharma), Targeted for Journal of Marketing Research.

“Lexical Similarity and Diffusion—the case of Wikipedia”

AWARDS/ACCOMPLISHMENTS

ISMS Doctoral Consortium Fellow, 2014 | GTA Teaching Excellence Award, Spring 2014 | AMA-Sheth Foundation Doctoral Consortium Fellow, 2012 | ISBM PhD Student Camp for Research, 2012 | Awarded $12,000 from MSI & Association for Consumer Research (ACR) for research on Shopper Marketing, 2009
YASHODA BHAGWAT
PhD in Marketing (2015) | Texas Christian University

GOALS

- Solve real world problems for managers using rigorous methods
- Bridge practice with theory
- Publish in premier journals
- Excel in the classroom

PUBLICATIONS


WORK IN PROGRESS

“Examining a new means of customer acquisition: How does a gift card compare to a referral?,” Targeted for Journal of Marketing Research.

AWARDS/ACCOMPLISHMENTS

GTA Teaching Excellence Award, Spring 2014 | AMA-Sheth Foundation Doctoral Consortium Fellow, 2013 | ISBM PhD Student Camp for Research, 2012 | ISMS Doctoral Consortium Fellow, 2012 | SMA Doctoral Consortium Fellow, 2012 | Awarded $12,000 from MSI & Association for Consumer Research (ACR) for research on Shopper Marketing, 2009
XI (ALAN) ZHANG
PhD in Marketing (2015) | University of Toledo

GOALS

- Solve substantive and relevant marketing problems using various innovative quantitative methods
- Publish high-quality and insightful research in leading journals in marketing
- Bring innovation to the classroom and develop future business leaders

PUBLICATIONS


**Dissertation (Essay #1):** “Modeling Customer Opt-In and Opt-Out in a Permission-Based Marketing Context” (with V. Kumar and Anita Luo), Journal of Marketing Research, 51(4), 2014. (Equal Contribution)

**Dissertation (Essay #2):** “Targeted Email Marketing: A Dynamic Perspective” (with V. Kumar and Koray Cosguner), Targeted for Marketing Science.

**Focus**
Empirical Modeling in Marketing

**Areas of Interest**

**Substantive:**
- Customer Relationship Management (CRM)
- Digital Marketing
- Advertising
- Retailing

**Methods:**
- Econometric Modeling
- Bayesian Statistics
- Copula Modeling
- Dynamic Modeling

WORK IN PROGRESS

“Recovering the Cost of Information Overload on Customer in a Permission-Based Marketing Context” (with V. Kumar and Anita Luo), Targeted for Marketing Science.

“The Persistence of Advertising Effects on Customer Acquisition, Retention and Profitability” (with V. Kumar), Targeted for Journal of Marketing Research.

AWARDS/ACCOMPLISHMENTS

JIA FAN
PhD Candidate – Marketing

GOALS

• Address fundamental marketing questions
• Leverage deep customer insights with innovative quantitative methods

PUBLICATIONS

“Marketing-Mix Recommendations to Manage Value Growth at P&G Asia-Pacific” (with V. Kumar, Rohit Gulati, and P. Venkat), Marketing Science, 28(4), 2009.


WORK IN PROGRESS

**Dissertation:** “A Double Loop Learning Model for Proactive and Comprehensive Customer Relationship Management” (with V. Kumar and Anita Luo).

“Interactive-POMDP” (with V. Kumar).

“Customer Risk Attitude in Healthcare Purchase Decisions” (with V. Kumar).

“Anticipation in Consumption” (with Philip Dybvig and V. Kumar).

Focus
Empirical Marketing Strategy

Areas of Interest

**Substantive:**
• Customer Relationship Management (CRM)
• Learning Models
• Customer Information Management
• B2B Marketing
• Customer Decision Dynamics

**Methods:**
• Empirical Marketing Modeling
• Bayesian Statistics
• Dynamic Modeling
• Marketing Mix Modeling

AWARDS/ACCOMPLISHMENTS

KIHYUN HANNAH KIM
PhD Candidate – Marketing

GOALS

• Bridge the gap between academic theory and marketing practice
• Conduct research to understand dynamics of consumer behavior and link marketing actions to firm value by using empirical models
• Equip students with the knowledge and skillsets to operate in an ever-changing marketplace

PUBLICATIONS


WORK IN PROGRESS

"Linking Customer Behavioral Drivers to Firm’s Cash Flow Level and Volatility: Implications for Marketing Practice" (with Denish Shah, V. Kumar, and JeeWon Choi), Under Second Review, *Journal of Marketing Research*.

*Accepted for presentation at 2015 Marketing Strategy Meets Wall Street Conference*

"The Relative Influence of Economic and Relational Direct Marketing Communications on Buying Behavior in B2B Markets" (with V. Kumar).

AWARDS/ACCOMPLISHMENTS


Focus
Empirical Marketing Strategy

Areas of Interest
Substantive:
• Customer Relationship Management (CRM)
• Business-to-Business Marketing
• Services Marketing
• Customer Experiences

Methods:
• Econometric Modeling
• Bayesian Estimation
AMALESH SHARMA
PhD Candidate – Marketing

GOALS

- Conduct scholarly research to advance the frontier of marketing strategy using rigorous econometric modeling approaches
- Disseminate knowledge through peer-reviewed scholarly journals
- Prepare the next generation of scholars by bringing the latest marketing/business knowledge to the classroom
- Help firms to improve performance using the learnings from research studies

PUBLICATIONS

“Implementing Integrated Marketing Science Modeling at a Non-Profit Organization: Balancing Multiple Business Objectives at Georgia Aquarium” (with V. Kumar, Naveen Donthu, and Carey Rountree), *Marketing Science*, Forthcoming.

“Turning the tide through marketing science” (with V. Kumar, Naveen Donthu, and Carey Rountree), *Harvard Business Review* (Interview), Forthcoming.


WORK IN PROGRESS

“Modeling distribution dynamics in an Emerging Market-Accounting for market heterogeneity and the macroeconomy” (with V. Kumar and Sarang Sunder), Targeted for *Journal of Marketing Research*.

“Enhancing Acquisition Performance: Role of Innovation for Relational Overlap” (with Alok Saboo and V. Kumar)

Understanding Multi-Firm-Marketing Interactions in an Emerging Market: A Structural Approach (With V Kumar and Koryn Cosgner)

Investigating the impact of Face, Rhythm and Scope of New Product Introduction Process on Firm Performance (Dissertation)

AWARDS/ACCOMPLISHMENTS

ANGELIKI CHRISTODOULOPOULOU
PhD Student – Marketing (Year 4)

GOALS

• Develop impactful research to guide effective marketing practices and problem solving
• Publish research outcomes in top marketing journals
• Diffuse marketing knowledge to students and colleagues

PUBLICATIONS


“Sustainability and Branding: An Integrated Perspective” (with V. Kumar), Industrial Marketing Management, 43(1), 2014.

WORK IN PROGRESS

“Examining the Role of Win-back Offers in the Likelihood, Timing, and Reason of Reacquired Customer Defection” (with V. Kumar, Agata Leszkiewicz, and Pulak Ghosh), Targeted for Journal of Marketing Research.

AWARDS/ACCOMPLISHMENTS

ISMS Doctoral Consortium Fellow, 2015 | AIM-AMA Sheth Foundation Doctoral Consortium Fellow, 2015

Focus
Empirical Marketing Strategy

Areas of Interest

Substantive:
• Customer Relationship Management (CRM)
• Sustainability in Marketing
• Internet of Things

Methods:
• Econometric Modeling
JEEWON (BRIANNA) CHOI
PhD Student – Marketing (Year 4)

GOALS

- Understand and enhance the role of marketing in firm performance
- Conduct impactful research and publish in premier journals
- Inspire students to apply learning beyond the classroom

PUBLICATIONS

“CRM Metrics and Strategies to Enhance Performance in Service Industries” (with V. Kumar and Nita Umashankar), in Handbook of Service Marketing Research, Roland Rust and Ming-Hui Huang (Eds.), Edward Elgar Publishing Ltd.: Cheltenham, UK, Forthcoming.

WORK IN PROGRESS


“Effects of Traditional Marketing and Social Media on Brand Sales: Capturing the Time-Varying Effects” (with V. Kumar and Mallik Greene), Targeted for Journal of Interactive Marketing.

AWARDS/ACCOMPLISHMENTS

AMA-AIM Doctoral Consortium Fellow, 2015 | ISMS Doctoral Consortium Fellow, 2015
ANITA PANSARI
PhD Student – Marketing (Year 4)

GOALS

- Bridge the gap between academia and practitioners by building new theories and orientations for firms, which would help them solve relevant strategic challenges
- Train students in marketing to be ready for the market place
- Convert work into publications at premier journals

PUBLICATIONS

“Competitive Advantage through Engagement” (with V. Kumar), Journal of Marketing Research, 2015.

“Aggregate-level and Individual-level Customer Lifetime Value” (with V. Kumar), in Handbook of Research on Customer Equity in Marketing. V. Kumar and Denish Shah (Eds.), 44 (2015).


WORK IN PROGRESS


Focus
Marketing Strategy

Areas of Interest
Substantive:
- Theory Development
- Strategic Orientation
- Cross-cultural Marketing
- Emerging Markets

Methods:
- Econometric Modeling
INSU PARK
PhD Student – Marketing (Year 4)

GOALS

• Increase knowledge to solve problems/issues pertaining to marketing/business/society by using rigorous empirical methods
• Contribute to the academic community by publishing research works at premier journals
• Become a teacher who helps students become well-equipped with the most current knowledge

PUBLICATIONS

“Tracing the Evolution & Projecting the Future of In-Store Marketing” (with V. Kumar and Nita Umashankar), in Shopper Marketing and the Role of In-Store Marketing (Review of Marketing Research, Volume 11), Dhruv Grewal, Anne L. Roggeveen, and Jens Nordfält (Eds.), Emerald Group Publishing Limited, 2014.

“Using Big Data to Model Time-Varying Effects for Marketing Resource (Re)Allocation” (with Alok Saboo and V. Kumar), MIS Quarterly, Forthcoming.

WORK IN PROGRESS

“The Generation of Market Intelligence with Limited Information: A Case of Telecommunications Industry” (with V. Kumar and Alok Saboo).

AWARDS/ACCOMPLISHMENTS

ISMS Doctoral Consortium Fellow, 2014
ASHLEY GORECZNY
PhD Student – Marketing (Year 3)

GOALS

• Solve marketing dilemmas through empirical methods, especially in the sales and nonprofit sectors
• Translate work into publications at premier journals
• Inspire diversity in leadership through teaching

WORK IN PROGRESS

“How to Increase Future Monetary Donations” (with V. Kumar).

“Why Do Salespeople Quit: An Empirical Examination of Own and Peer Effects on Salesperson Churn Behavior” (with V. Kumar, Sarang Sunder, and Todd Maurer).

Focus
Empirical Marketing Strategy

Areas of Interest
Substantive:
• Customer Relationship Management (CRM)
• Nonprofit Marketing
• Salesforce Management
• Customer and Employee Engagement

Methods:
• Econometric Modeling

AWARDS/ACCOMPLISHMENTS

SEF/Neil Rackham Research Grant, 2015 | 4th AIM-AMA Sheth Foundation Doctoral Consortium Fellow
ANKIT ANAND
PhD Student – Marketing (Year 2)

GOALS

- Conduct research which impacts both management practices and the extant academic theory
- Transform real life problems to classroom learning

WORK IN PROGRESS

*Presented at INFORMS Marketing Science Conference, Emory University, Atlanta, GA, June 2014

“Effects of Customer Concentration and Moderators on the Profitability of IPO firms.”

Focus
Empirical Modeling

Areas of Interest
Substantive:
- Brand Equity
- Retailing Strategy
- Digital Marketing

Methods:
- Econometric Modeling
- Bayesian Modeling
- Game Theoretic Modeling
HYUNSEOK SONG
PhD Student – Marketing (Year 2)

GOALS

- Analyze and understand recent marketing issues using statistics and economics
- Publish academic papers at leading marketing journals
- Become a leading marketing professor

AWARDS/ACCOMPLISHMENTS

Scholarship, Hanyang University, Seoul, South Korea, 2008 | Cum Laude Award, 2007

Focus
Marketing Modeling and Marketing Strategy

Areas of Interest
Substantive:
- Word of Mouth
- Innovation Diffusion
- Retailing

Methods:
- Econometric Data Analysis
AVISHEK LAHIRI
PhD Candidate – Marketing (Year 1)

GOALS

- Gain a strong foundation in research methodology and marketing
- Imbibe all the knowledge with latest trends in digital, social and mobile marketing and focus on application and theory development
- Become a valuable researcher and marketing professor

Focus
Empirical Marketing Strategy

Area of Interest
- Digital Marketing
- Digital Marketing
- Social Media Marketing
- Mobile Marketing
- E-Commerce and M-Commerce

AWARDS/ACCOMPLISHMENTS
Recipient of ICFAI Merit Scholarship (3 semesters) | Recipient of ESADE Unity in Diversity Scholarship
O. BAHADIR DOGAN
PhD Candidate – Marketing (Year 1)

GOALS

- Enhance my intellectual and technical skills and explore the use of data-based marketing on digital and mobile platforms
- Develop quantitative approaches in assessing risks and opportunities in emerging markets
- Focus on direct marketing efforts that require quantitative methods to be applied to satisfy current and future business needs
- Provide new insights to my peers and create value for the department due to my work ethic and constant thirst for continual improvement

Focus
Empirical Marketing Strategy

Areas of Interest
- Customer Relationship Management (CRM)
- Digital Marketing
- Online Advertising

AWARDS/ACCOMPLISHMENTS
Certificate of Specialization in Brand and Customer Management, Georgia State University, 2013
Graduate Assistant with Full Scholarship, Georgia State University, 2012 | Ranked 1st for Full Scholarship for European Union student exchange program Erasmus (European Community Action Scheme for the Mobility of University Students), SRH Berlin University, Germany, 2010 | Various merit-based scholarships, Marmara University, Turkey, 2007-2011