Contents

Editorial
George J. AVLONITIS p. 3

Note from the President-Elect
Veronica WONG p. 5

Remember: External Validity
Gilles LAURENT p. 6

EMAC and McKinsey honor Europe’s
Best Marketing Dissertations
Hubert GATIGNON p. 8

1st Prize – Lien LAMEY
‘The Private-Label Nightmare: Can National
Brands Ever Wake Up?’
Lien LAMEY p. 8

2nd Prize – Zsolt KATONA
‘Buying and Selling Traffic: The Internet
as an Advertising Medium’
Zsolt KATONA p. 9

3rd Prize – Jana-Kristin PRIGGE
‘Management and Consequence of
Product Elimination’
Jana-Kristin PRIGGE p. 10

IJRM Best Paper Award
Beyond Promotion-Based Store Switching
Els GIJSBRECHTS, Katia CAMPO &
Patricia NISOL p. 11

IJRM Best Paper Award
A Multi-Stage Model of Word of Mouth
through Viral Marketing
Arnaud DE BRUYN & Gary L. LILIEN p. 12

Best Paper based on a Doctoral Dissertation –
38th EMAC Conference
Seshadri TIRUNILLAI p. 13

2009 Winner of the Jan-Benedict E.M.
Steenkamp Award for Long-Term Impact
Peter LEEFLANG p. 14

38th EMAC Conference - Nantes
Jean Louis NICOLAS p. 15

22nd EMAC Doctoral Colloquium - Nantes
Tammo BIJMOLT p. 17

39th EMAC Conference - Copenhagen
Suzanne C. BECKMANN p. 18

EMAC 2009 Conference –
Special Session Marketing in Recession
Gary LILIEN p. 20

Country Tale - Australia
John ROSSITER p. 22

Country Tale - Hungary
Andras BAUER p. 22

Country Tale - Portugal
Claudia SIMOES p. 23

Country Tale - South Africa
Steven BURGESS p. 25

News from EMAC Fellows
Berend WIERENGA p. 27

Long Term Loyal Members
Antonios GIANNOPÓULOS &
Lamprini PIHA p. 29

The largest European network of academics committed
to the development and dissemination of marketing knowledge...
From this issue, I have taken up the difficult task of replacing József Berács as editor of the EMAC Chronicle. József Berács was the “champion” behind this new Chronicle and he has done a tremendous job in improving its structure and the content making it a very useful publication for our members. The Chronicle, as the official publication of EMAC, aims to inform past and present members, potential members and stakeholders about our activities and to provide a forum for our members to express their views and ideas and to present the developments that take place in the field of Marketing in their respective countries.

This 6th issue of the Chronicle includes a variety of topics following the tradition established by József Berács. Let me highlight the content of this issue. In the spring of this year, we had elections for the EMAC Executive Committee and we now have several new as well as continuing and re-elected officers, whose names are shown on the back cover of the Chronicle. Congratulations to all those elected and sincere thanks for all those who have finished their terms in the Executive Committee. Veronica Wong has been elected to the position of President-Elect and in her note presents her vision for EMAC. I wish her good health, good luck and success in accomplishing her vision.

In the “Thought Leaders” section this time Gilles Laurent addresses the validity problems in our research and provides some interesting recommendations in tackling these problems.

In the past, two awards were usually announced during the EMAC conference including the IJRM Best Paper Award and the Best Conference Paper based on a doctoral dissertation. However, during this year’s 38th Annual Conference in Nantes, in addition to the aforementioned awards, two more awards were announced: the EMAC-McKinsey Marketing Dissertation Award, which includes 3 prizes and the Jan-Benedict Steenkamp Award for Long-Term Impact of a paper published in the IJRM. I am very pleased that all the award winners agreed to provide, for this issue, interesting insights of their excellent research work and I thank them very much.

Starting with the new generation of researchers, Lien Lamey, whose dissertation entitled “The Private Label Nightmare: Can National Brands Ever Wake Up?” won the first prize of the Inaugural EMAC-McKinsey Marketing Dissertation Award 2009, addresses the determinants of private-label (PL) success and how the national brands can offset the growth of PL.

Zsolt Katona, whose dissertation entitled “Buying & Selling Traffic: The Internet as an Advertising Medium” won the second prize, provides useful guidelines for managers in dealing with the way in which their sites are connected with the rest of the web.

Jana-Kristin Prigge, whose dissertation entitled “Management and Consequences of Product Eliminations: A Customer and a Company Perspective in a Business to Business Context” won the third prize, provides insights on how and to what extent the elimination of a product negatively affects customer and business relationships and how companies should carry out eliminations to maximize the benefits from product portfolio reductions.

Given the success of this new distinguished award, Hubert Gatignon is encouraging, in this issue, Doctoral students to submit their work for the EMAC-McKinsey Marketing Dissertation Award for 2010.

Continuing with the young generation of researchers, Tirunillai Seshadri together with his supervisor Gerard Tellis, won the best conference paper award based on doctoral dissertation. Their paper entitled “Does Online Word of Mouth Affect Stock Prices? Why?” is looking into the effects of User-Generated Content on the company’s financial performance and stock returns.

The article published by Peter S.H.Leeflang and the late D.R.Wittink in 1996 in the IJRM (Vol.13, pp 103-119) entitled “Competitive Reaction vs Consumer Response: Do Managers Overreact” was the inaugural winner of the Jan-Benedict Steenkamp Award for Long-Term Impact. In this issue, Peter Leeflang outlines the essence of this award - winning paper which inspired a number of esteemed researchers to perform empirical study on competitive reactions to advertising and promotion attacks.
This year we had two winning articles of the IJRM 2008 Best Paper Award. One of them, entitled “Beyond Promotion-Based Store Switching: Antecedents and Patterns of Systematic Multiple-Store Shopping” was written by Els Gijsbrechts, Katia Campo and Patricia Nisol who tell us, in this issue, that single-purpose multiple store shopping is not only driven by opportunistic, promotion-based motivations but it may also be the result of a longer-term planning process based on the stores’ fixed and variable shopping costs and benefits. The other one entitled “A Multi-Stage Model of Word of Mouth through Viral Marketing” was written by Arnaud De Bruyn and Gary L. Lilien who present, in this issue, highlights of the conditions under which a viral marketing campaign is likely to create awareness, generate interest and trigger action.

Special sessions and special interest groups represent important features of the academic programme of our Conferences and this year in Nantes, given the current global downturn, a special session on Marketing in Recession was organized by Gary Lilien, who has written for this issue a brief report regarding this well-received session.

With so many awards, excellent papers and special sessions and 735 participants from the five continents, the 38th EMAC Conference in Nantes was a great success and more details about this successful event are presented in Jean-Luis Nicolas’ report. An integral part of our annual conference is the Doctoral Colloquium (DC) and Tammo Bijmolt in his report highlights how the 22nd DC in Nantes was both very useful scientifically and fun sociably for all those involved and he encourages Ph.D. students to submit their work for the forthcoming DC in Copenhagen where the 39th EMAC Conference will take place. Indeed, Suzanne Beckmann is looking very much forward to welcome all of us in Copenhagen in 2010 to analyse and elaborate on “The Six Senses – The Essential of Marketing” and enjoy a very attractive social programme. Don’t forget that the deadline for paper submission is approaching fast (1st December).

Finally, in this issue, a special reference is made to our long-term Loyal members, while in the EIASM section two Ph.D. students of mine highlight their interesting experiences that they accumulated by attending the Conference in Nantes and the EDEN Doctoral Seminar on Research Methods in Brussels in June.

Let me complete this note by thanking again the contributors of this issue and wishing you a healthy, productive and successful new academic year 2009-2010 and an enjoyable reading.

George J. AVLONITIS
EMAC President, Editor
It is a great honour and privilege to be elected to the position of EMAC President 2010-2012. In my capacity as President-Elect in the year ahead, I very much look forward to working with current President George Avlonitis, and the EMAC Executive, to promote, preserve, and uphold the fundamental values central to EMAC’s success. Importantly, through our activities and services, we will seek to serve the interests of the thousand or more members who make up the EMAC ‘family’.

As I ‘pen this note’ for The Chronicle, I reflect on the many years I have served the EMAC community in various executive roles including; Co-Chair of the 26th EMAC Annual Conference, Warwick University; (1997); Doctoral Colloquium Chair (2002-03) and faculty member (1999, 2001–2003); UK Representative (2000-2005) and Vice-President Conferences (2003-2006).

No, I am not a glutton for punishment. Earnestly, I have thoroughly enjoyed every opportunity to support EMAC’s ongoing advancement. One is reminded of the deep history and tradition of EMAC, so eloquently captured in the ‘stories’ told by contributors of articles in the inaugural issue of the ‘new’ Chronicle (No 1/2007). Like many EMAC supporters, I have grown to appreciate its heart and soul; through serving you, the EMAC family, I have learned to grasp the meaning and value of the EMAC community and why it exists and thrives. Looking towards to future, in my upcoming role as EMAC President from 2010, I hope that my EMAC experiences will help me create added value for YOU and the EMAC brand. My vision encompasses five themes:

**A Progressive Academy!**
EMAC is progressive. It’s a growing ‘family’. EMAC membership had reached “the magic number of 1023” in 2008, and the number of countries represented in the EMAC Executive Committee, had increased from 25 to 32 in the preceding four years, the more recently-admitted countries being primarily from central and eastern Europe (Beracs, The Chronicle, No 5/May 2009). This positive and encouraging trend reflects EMAC’s dynamism and growing international esteem. In order to meet multi-constituents’ needs, EMAC cannot simply be about delivering members a steady product or service (be it our journals, conference, special symposium, etc.), but providing a platform for stimulating mutually-rewar-
ding intellectual and social exchanges. Friendships, networks, openness make the EMAC experience special for members. I will be committed to reinforcing and enhancing the intellectual and experiential value for members.

**Innovation!**
Times are changing, so must we. Being progressive means that EMAC has to be committed to innovation, to keep the EMAC spirit alive. Sustainability lies in constantly refreshing our products, services, and the quality of our delivery.

**Celebrating Diversity!**
The annual EMAC conferences create space for dialogue, discussion, and debate in disparate topics in marketing, reflecting the richness, complexity, and diversity of research interests that dominate our discipline. EMAC’s international membership is also a precious asset. We will continue to celebrate diversity. I will support ‘international/diversity champions’ in the drive to harness our diversity for mutually beneficial outcomes.

**Refreshing Community!**
To be a young, healthy, growing community, EMAC must continually attract and retain young academics and early career researchers. I will strengthen current, and promote new, initiatives to maintain EMAC’s vitality, including: (a) Regional and local chapters to deliver activities that benefit members; (b) Special interest groups to serve research cores within the EMAC community; and (c) Incentive schemes to attract, and Loyalty programs to reward/retain, members.

**Excellence!**
EMAC is also about excellence. Our journals, conferences, activities, and services are vehicles for achieving and signaling excellence. I will continue to promote external relationships and international perspectives, as these all serve to build and enhance the quality of the EMAC brand.

I am proud to be an EMAC member. I have served you in many roles in the past. I am delighted to be able to continue to do so in the coming years.

Veronica WONG
President-Elect
I wish to come back to problems that I find of great importance, problems discussed in Laurent (2000), Yoon et al. (2005), Cole et al. (2008).

Is there a good correspondence between a real system and the research we do about it? I would argue we should be careful about four possible problems.

Causal Models. The modeler attempts to confirm a causal structure that he or she has identified a priori. My concern here has to do with the direction of causality. In almost all published causal models, one observes a very simple causal structure: Variables are presented in the causal schema with arrows all going from left to right, or vertically. In other words, no causal link is supposed to go from a consequence to a logically anterior variable. In reality, causal relationships may be symmetrical, or circular. Now, of course, there are in principle statistical methods for handling such cases of circular or reciprocal causation. However, it seems, strangely, that these cases almost never happen in practice. Authors of published causal models almost always manage to propose models with "simple" causality, i.e. with no circular or reciprocal causation. At most, two explanatory variables may be correlated. I personally suspect this may be to make the "confirmatory" estimation easier. Forrester (1961) has argued forcefully in favor of the feedback loops as the basic constituents of economic and social systems. Without going as far as him, I would assert that any real system is likely to include a number of feedback loops, certainly at least one. If this is the case, "simple" causal models are logically wrong, and the empirical estimation by LISREL or some other software is not going to "confirm" them. If the model to be confirmed is not valid, the statistical estimation can only lead to erroneous conclusions.

Econometric models. An identification problem may arise, in a simple case, from the existence of a double simultaneous causal relationship, in which the dependent variable in one equation becomes the explanatory variable in another equation, while the dependent variable in the second equation is the explanatory variable in the first equation. If diverse factors increase the demand for swimsuits at certain times of the year, supermarket managers will increase shelf space for swimsuits, to further increase demand. In more complex cases, three or more equations are involved in a pattern of circular causality. Overall, the problem arises from the fact that too many variables, sometimes all variables, are endogenous. The identification problem can be solved only if there are enough exogenous variables in the real system. It is not because you do not include a relationship in your model that it does not exist. If you neglect in your model the causal relationship from swimsuit sales to shelf space, this allows you only in appearance to "identify" your system. The estimation may produce absurd results. In the swimsuit case, you'll badly overestimate the impact of shelf space on sales. This is exactly what you do when you estimate sales with a demand equation and no supply equation.

Relatedly, one of the most interesting parts in Leeflang et al. (2000) is chapter 11, devoted to competitive analysis, i.e. to models in which competitors' reactions to a firm's actions are included. But that chapter, in some sense, cast doubts on a number of econometric models which do not take into account competitive reactions. The identification problem is not a problem associated with the technical work of estimation, once you have the model and the data. It is associated with the qualitative, conceptual and theoretical work that comes before the model is designed. Of course, Leeflang et al. (2000), in their thorough treatment of potential econometric problems, have a section on the identification problem (pp.376-383). But one is struck by the small number of marketing references listed in that section as using techniques appropriate for simultaneous equations. And by the relatively small number of papers using appropriate techniques such as instrumental variables or three stage least squares.

Analytic Models. Many articles analyze in great depth and rigor a simplified model of the phenomenon under study. I am often struck by the speed with which an author moves from the qualitative description of an important marketing problem to the "stylized" formalization of the problem. From all the possible complexities of real life to a small scale, exceedingly precise formal model. In this model, typically, there are very few variables, the relationships are extremely simple, often linear, the number of periods is limited to two, etc. Moreover, few articles give a justification of the specific features of the analytic model being investigated. They all fill the section presenting the analytic model with sentences such as "we assume a constant marginal cost, c=0." They use verbs such as "assume," "incorporate," "consider," "operationalize," "let . . . have," "represent," "is modeled as," "define," and of course don't forget "allows us to study dynamic issues without retaining tractability." Many alternative specifications of the...
analytic model could have been possible. Two reasonable questions are: Why was this specific stylized model analyzed, rather than another one? Would the authors have reached similar conclusions with another stylized model?

Experimental Consumer Behavior. A clear tendency of consumer behavior in recent years has been a greater and greater reliance on experiments that use undergraduates as subjects. My point here is that such persons are not representative of the average human being.

The general consensus from studies of age-related changes in memory and cognition is that older adults tend to exhibit declines when compared to younger adults. Both executive functions (i.e., mechanisms for cognitive control, including those involved in working memory) and long-term memory have been implicated in cognitive decline among older adults, even if recent research suggests that for some individuals general cognitive functioning is preserved well into advanced age. However, despite the variety of mental functions that decline with age, the cognitive declines of considerable magnitude documented in the laboratory do not necessarily impact everyday domains of behavior as negatively as one might expect. For example, recognition, in which material is re-presented and individuals identify whether or not they encountered the material previously, can be age-equivalent whereas larger degrees of impairment are seen for recall or cued recall, in which individuals must self-generate items that were previously presented. Recent studies support the idea that socio-emotional information acquires special significance with age. All this makes it likely that processes at work among undergraduates may be pretty different from those at work among middle-aged or older consumers.

The problems described above can be all considered as validity problems. They result from a possible discrepancy between the structure of the real system and what is analyzed by the researcher. They occur at the stage of research design.

What could be done? I think we should collect more data from experts (managers, consumers, persons with first-hand knowledge of consumers or managers such as salespeople or consultants, other experts), using established methods for qualitative research. This should be done before beginning research proper to identify the appropriate variables and relationships to take into account (even, or especially if research ends up showing they do not really play a role). During the research process, we should ensure that the specific object under study adequately transcribes the real phenomena. After modeling, we should check that the results are credible in terms of both process and outcome.

Gilles LAURENT
HEC, Paris

References


The Special Interest Groups Track

Announced in Brighton in 2008, The SIG Track was implemented and ran successfully at the 2009 Conference in Nantes. The objective of the Special Interest Group Track is to provide some time and space for groups of scholars to discuss their diverse research interests which may not fit into the established Tracks list.

The SIG Track ensures the main conference a lively and varied debate and will provide in the future the opportunity to spin-off smaller thematic conferences.

For any information about submission procedures, please refer to the Conference website. http://www.emac2010.org
For the first time, EMAC and the McKinsey & Company management consultancy have awarded the "EMAC McKinsey Marketing Dissertation Award" for outstanding research in the field of marketing. The award was presented at the EMAC Annual Conference Gala Dinner in Nantes on May 29.

The first-place winner, Lien Lamey, earned a EUR 7,000 cash prize for the dissertation she submitted to Catholic University Leuven. Lamey, now an assistant professor at Lessius University in Antwerp, explored strategies that brand-name products can use to limit the strong growth of private-label brands, especially during times of crisis. Zsolt Katona, a graduate of INSEAD business school now teaching at the Haas School of Business at Berkeley, took second place. Katona, who also has a background in mathematics, developed a model in his dissertation to explain the apparently random order in which Web sites appear in lists of sponsored links, as well as how this order changes over time.

Third place went to Jana-Kristin Prigge, who wrote her dissertation at the University of Mannheim. Prigge, a business economist, analyzed approaches to product eliminations in the B2B environment and their impact on customers and providers. The second- and third-place finishers received prizes of EUR 3,000 and EUR 1,000, respectively.

The "EMAC McKinsey Marketing Dissertation Award" honors the authors of outstanding dissertations on marketing topics submitted to universities in Europe, the Middle East, or Africa. This year, 67 young scholars from more than 20 countries took part in the program. The authors of the top three entries were invited to the final round at the EMAC conference in Nantes, where they presented their work to a four-person jury. In judging the presentations, the jury considered the novelty, relevance, and conceptual rigor of the participants’ dissertations.

Applications for the 2010 EMAC McKinsey Marketing Dissertation Award are currently being accepted at www.marketing-dissertation-award.eu. The competition is open to anyone earning a doctorate in a marketing-related field from a university in Europe, the Middle East, or Africa. To be eligible, participants must have completed or complete their degrees in 2009. The three top finishers will be invited to the 2010 EMAC conference in Copenhagen in June. There they will present their work to the jury, who will announce the winner during the gala dinner later that evening. The jury is composed of:

Hubert Gatignon, INSEAD, Fontainebleau
Gary Lilien, Penn State University, Pennsylvania
Tjark Freundt, McKinsey & Company, Hamburg

More information is available at www.marketing-dissertation-award.eu.

Hubert GATIGNON
EMAC VP Publications and
EMAC-McKinsey Marketing Dissertation Award Jury Chair

1st Prize – Lien LAMEY

One of the most salient changes in the grocery environment over the last decades is the explosive growth in private-label sales; a trend that continues in the 21st century. This dissertation partly answers the question that keeps brand manufacturers awake at night: “How can they counter-react to the tremendous success of the store-brand alternatives?”. To do so, detailed insights in the determinants of private-label success, as well as how to offset this ongoing growth is called for. Within the marketing field, numerous studies already addressed these topics from diverse angles. Still, within this dissertation we try to fill several remaining voids in the literature. First, we address the link between aggregate private-label success and cyclical fluctuations from more than 20 countries in a country’s economy, using recent time-series techniques (i.e. business-cycle filtering, asymmetric growth model, …). Data covering multiple decades were available for several key private-label countries (the United States, the United Kingdom, West Germany, and Belgium). Our findings confirm conventional wisdom that private-label share increases when the economy is suffering, and shrinks when the economy is flourishing. More interestingly, not only are consumers more prone to buy private labels during economic downturns, some of them keep buying them when bad economic times are long over, leaving permanent ‘scars’ on national brands’ performance level. In a subsequent study, we investigate whether managerial practice in correspondence with the business cycle is (partly) responsible for this intensified
The Internet has become an important medium for doing business internationally. The opportunities are enormous, yet there are still many practical questions that managers of commercial websites need answering. I address some of these questions in my doctoral thesis on advertising on the World Wide Web. The www is the largest network in the world - there are more pages on the www than the population of the world, and online advertising expenditure had been growing at a rate of 18 per cent before the crisis of 2008. Even that year expenditures have grown despite the unprecedented downturn in the economy.

The first part of my thesis studies the structure of the Internet with emphasis on advertising links. Little research has actually been done so far on the relevance of web links, especially when there are large differences between the content and connectedness of the sites. I focus on the tradeoff between selling content and advertising. How should these links be priced and do advertising links function in the same way as reference ones? These are very important question since boosting a site’s rank in a search engine is high on managers’ priorities.

What is interesting in advertising on the web is that you can buy and sell at the same time. When you put a banner on (a site) you are selling a link because visitors can click on that link. You are, in fact, selling and buying traffic, whereas with traditional advertising you cannot click on an advert – you see an advert and go to the shop to buy the item. For website managers, the questions that are of interest in this research are ‘from whom do you buy?’, ‘who do you sell to?’ and ‘at what price?’.

Using a model developed based on network and game theory, my research looks at the impact that high and low content sites have on linking behavior. The results show that sites with a high level of content, often well-known brands, buy more advertising links but sell fewer such links. They also tend to buy links from sites with less content which sell their ad links at lower prices. The results are supported not just by the model that was developed, but also by empirical study. By using Google, I took web pages from different positions in a search for a particular word – from the first click through to the 800th position for example. I repeated the process for 50 different search words. For every web page I counted the number and size of banner adverts. The lower the ranking of the page, the more banners. On the first page there is almost nothing and this supports the fact that high content sites don’t sell a great deal. The more advertising there is, the greater the risk of visitors getting distracted and clicking on other links. For higher content sites it hurts more to sell advertising.

2nd Prize – Zsolt KATONA
‘Buying and Selling Traffic: The Internet as an Advertising Medium’

The results are supported not just by the model that was developed, but also by empirical study. By using Google, I took web pages from different positions in a search for a particular word – from the first click through to the 800th position for example. I repeated the process for 50 different search words. For every web page I counted the number and size of banner adverts. The lower the ranking of the page, the more banners. On the first page there is almost nothing and this supports the fact that high content sites don’t sell a great deal. The more advertising there is, the greater the risk of visitors getting distracted and clicking on other links. For higher content sites it hurts more to sell advertising.
Another result is that specialization becomes more important for websites as people are interested in multiple content areas. Sites such as BMW have a high content (level regarding) cars but nothing on films for example, whereas Yahoo or Amazon have multiple content. According to my results, as more people use search engines, there is more incentive to specialize content. The lower average content (level) sites have, the more specialized (they should be).

I believe these results can provide useful guidelines for managers in dealing with the way in which their sites are connected with the rest of the web.

Zsolt KATONA
INSEAD

In the face of ever-growing product portfolios and unprofitable products, companies are continuously confronted with the need to streamline their product portfolios. Thus, for companies across all industries, the elimination of products offers a promising strategic option for dealing with these challenges. However, many companies face an “elimination dilemma”: First, many firms fail to fully tap the potential offered by eliminations, particularly with regard to necessary adjustments within the functional areas affected. Second, when implementing eliminations many firms fail to mitigate negative consequences of eliminations for customers. Accordingly, the most difficulties concerning the management of product eliminations refer to their implementation.

Despite the high practical relevance, research on product eliminations is fairly limited. Whereas researchers have devoted significant attention to the development of new products, they have almost completely neglected the other side of the coin, i.e., the elimination of existing products. The few existing studies on product eliminations mostly focus on the decision making process, thereby taking a company perspective on this topic.

By contrast, so far, no study has analyzed product eliminations from a customer perspective. Also, research has failed to examine how to best implement eliminations. Accordingly, to date, it is not clear to which degree a firm’s elimination success is determined by internal activities for exploiting the opportunities of eliminations and to which degree it is driven by external activities for minimizing the threats of eliminations for a firm’s customer relationships. Therefore, my dissertation addresses two major aspects of product eliminations and consists of two empirical studies.

The first empirical study analyzes how and to what extent the elimination of a product negatively affects customers and business relationships. Moreover, I explore whether and how a company may mitigate such negative effects. This empirical study is based on a cross-sectional survey of 248 purchasing managers, representing customers that have been affected by product eliminations. Analyses were carried out by means of structural equation modeling.

Results indicate that the elimination of a product may not only have severe consequences for customers (i.e., economic costs and psychological costs) but also for the company as it can seriously damage customer loyalty. However, I find that by proactively managing the implementation process (e.g., by timely announcing the elimination) and the implementation outcome (e.g., by offering alternative products), a company has the chance to significantly reduce these unfavorable effects.

Furthermore, results show that the impact of these management activities may vary with different product characteristics (e.g., importance or product-interrelatedness of the eliminated product).

The second empirical study serves as a primer on carrying out product eliminations, laying the basis for future research on this vital but neglected managerial issue. Drawing on a rich conceptualization and operationalization, as well as on a cross-industry multi-informant survey (n=141) and validation samples, I examine how companies should carry out eliminations to maximize the benefits from product portfolio reductions. In particular, the results of this study provide guidance on overcoming two key challenges presented by eliminations – fully exploiting the opportunities for improved organizational processes and increased company profits and minimizing the threats of damaged relationships with affected customers. Again, structural equation modeling was used to analyze the data.

Results show that managers should shift considerable resources to departments involved in implementing eliminations. However, these resources should not solely be used to ensure a high quality of the internal implementation, thereby maximizing the opportunities of eliminations. Rather, managers need to reserve a considerable amount of resources to ensure a good external implementation and thus to reduce potential threats of eliminations.

Jana-Kristin PRIGGE
University of Mannheim
One of the most important trends characterizing today’s grocery retail business is the massive rise in multiple store patronage. Rather than passively revisiting the same store, consumers actively exploit the opportunities offered by a differentiated retail environment by visiting two or more stores on a regular basis. In fact, strictly store loyal consumers have become the exception rather than the rule, surveys indicating that 75% of all grocery shoppers regularly visits more than one store each week. The marketing literature has typically viewed grocery store switching as evidence of opportunistic cherry picking behavior, consumers switching stores to benefit from temporary promotional offers. We demonstrate both theoretically and empirically that single-purpose multiple store shopping is not only driven by opportunistic, promotion-based motivations. Instead, it may also result from a longer term planning process based on stable store characteristics, i.e. the stores’ fixed and variable shopping costs and benefits. We find that consumers may systematically visit multiple stores to take advantage of two types of store complementarity. In the case of ‘fixed cost complementarity’, consumers alternate visits to high and low fixed cost stores to balance transportation and holding costs against acquisition costs. Such fixed cost complementarity is likely to occur between large discounters (like, e.g., Wal Mart or Carrefour) on the one hand and traditional supermarkets (such as Delhaize) or hard discounters (like, e.g., Aldi) on the other. ‘Category preference complementarity’, in contrast, occurs when different stores offer the best value (variable shopping benefits minus costs) for different product categories. This type of complementarity especially prevails between hard discounters and supermarkets, and may induce consumers to visit these stores together on combined or ‘chained’ shopping trips. These results have important implications for store competition. Depending on their store’s characteristics compared with local competitors, a retailer may find it more appropriate to pursue complete loyalty among a subset of consumers (share-of-customer competition), or – in the presence of complementary stores – try to maximize share in categories where they are relatively strong based on fixed or variable cost position (share-of-wallet competition).
With the growth and evolution of the internet, electronic peer-to-peer referrals have become an important phenomenon, and marketers have tried to harvest their potential through viral marketing campaigns. The goal of viral marketing is to use consumer-to-consumer (or peer-to-peer) communications, as opposed to company-to-consumer communications, to disseminate information about a product or service, thereby leading to more rapid and cost effective adoption by the market. As an example, PayPal, by providing a financial incentive to have members recommend members, acquired more than three million users in its first nine months of operation.

At the same time, spam, email-based viruses and the like have cluttered electronic communications, making viral marketing campaigns problematic and challenging to deploy. The key driver in viral marketing is the effectiveness of unsolicited, electronic referrals to create awareness, trigger interest and generate sales or adoption.

Yet, despite a large literature concerning interpersonal influence, little is known about how this electronic, or, indeed, any word of mouth process influences consumers’ actual behaviors, particularly in a cluttered online environment.

In this paper, we develop a model to help identify the role word of mouth plays at various stages of the recipient’s decision-making process, that is, under what conditions a viral marketing campaign is likely to create awareness, generate interest, and trigger action.

We developed a methodology to observe, unobtrusively and in real-time, the reactions of 1,100 individuals after they received an unsolicited email from one of their acquaintances, inviting them to take a survey and in turn spread the word about it. We employed recently developed technologies to track which emails had been opened, which generated interest and led to the visit of the website of interest, and which recipients eventually became viral actors and spread the word even further to their own friends.

Our methodology allowed us to develop and assess a set of five hypotheses linked to the several stages of the commitment process as indicated in Exhibit 1. For example, we hypothesized and found that characteristics of the relationship between the sender and the recipient heavily influenced recipients’ behaviors, but had different effects at different stages as Exhibit 1 suggests.

While close friends (tie strength) were more likely to open the email (H1), they were no more likely to go any further; once the email was opened, however, people who shared similar interests (perceptual affinity) were more likely to visit the website (H2), but no more likely to take any action about it. We also studied the effect of expertise and found that it had no effect at any of the stages.

Our methodology allowed us to test these hypotheses in the context of our three stage model; most extant research, due to measurement limitations, must rely on analysis of a single stage (from unaware to action). Exhibit 2 contrasts our three stage results with those one would glean from the same set of data using a one stage model. Note that our model picks up the effects of tie strength and perceptual affinity while the standard single stage model does not.

The theoretical contributions of our research involve the assessment of stage-specific effects on a multi-stage adoption process, discussed but not previously assessed in the literature in an unobtrusive manner.

From a managerial perspective our research demonstrates that the ability to trigger a successful viral marketing campaign depends on several factors, one of which is the quality of the social network through which the message is expected to flow. Given the importance of closeness, friendship, and interpersonal influence (rather than source expertise), triggering such campaigns in professional networks seem much more challenging than in personal networks, an issue that viral marketers will have to address carefully in future campaigns.

Arnaud DE BRUYN, ESSEC
& Gary L. LILIEN, PENN State University
Does Online Word of Mouth Affect Stock Prices? Why?

Consumers use online platforms such as online communities, blogs, product reviews, and wikis to share their views with other consumers. We refer to this information as User-Generated Content (UGC). UGC provides a new and valuable source of consumer feedback that reflects the performance of firms in product markets. Despite the increasing importance of UGC in disseminating information on the performance of brands, the financial impact of UGC has seen limited research. In this study, the authors seek to examine the following issues:

- Is there a relation between UGC and the stock market returns of the firm?
- If there does exist a relation, what is the direction of causality?
- Among the various metrics of UGC, which metrics best relate to stock returns and volatility of the firm?
- What are the dynamics of the relationship? That is, how soon does the stock market reflect the information in UGC and how long does the effect last?

To this end, the authors use product reviews collected from multiple websites (e.g., amazon.com, epinions.com) spanning a four-year period. They examine six product markets with at least two brands in each market. They derive multiple metrics of UGC such as the chatter (measuring the volume of UGC), the negative and positive chatter and the volume of positive and negative expressions used by the consumers. For deriving some of these metrics of UGC, they demonstrate a method to collect, clean, aggregate, and analyze textual data that partly relies on text classification algorithms. The authors use the Fama-French model to derive abnormal returns to a firm’s performance on the stock market. Abnormal returns are the returns beyond the normal that may be expected from the movement of prices of all stocks on the market. Further, they use the Vector Auto Regression (VAR) framework and Granger causality to ascertain the direction, strength, and duration of the relationship between UGC and abnormal returns.

In general, the authors find some relationship between UGC and stock returns. The specific results show the direction of causality, the strength of the effect, which metrics are most strongly related to stock prices, and the duration of the effect. This study provides evidence that UGC influences firms’ financial performance. The authors’ results suggest the types of UGC metrics that firms should track to assess consumer feedback on their products. Managers should invest in monitoring UGC to uncover potential problems and help in taking immediate actions to avert any potential damage to shareholder value. A key issue is why does UGC affect stock prices. The authors suggest that the relationship could occur because of common intermediate causes such as consumer satisfaction, sales, revenues, and profits. Or it may occur because of a direct path as when investors monitor UGC and buy and sell stocks on the basis of their analysis and interpretation of UGC. They discuss the theory and implications of each of these paths in-depth.

Future research of the authors focuses on how UGC can be used to ascertain the voice of the customer, consumer satisfaction, and the important dimensions of quality. Such results can be further used to design new products, position brands in multi-attribute space, and design ad content.

Seshadri TIRUNILLAI, University of Southern California
& Gerard TELLIS, Marshall School of Business
EMAC and IJRM established in 2008 the Jan-Benedict Steenkamp Award for Long-Term Impact. The award is being given annually to the most exceptional contribution in academic marketing research, published in IJRM, which has demonstrated long-term impact. We are the inaugural winner of this highly prestigious award on the basis of our article:

“Competitive reaction versus consumer response: Do managers overreact”

that has been published in 1996 (IJRM, vol. 13, pp. 103-119).

As we know, my co-author (and best friend) Dick Wittink passed away unexpectedly in June 2005. Hence it is with mixed feelings that I received the two plaques that belong to this award. I immediately shared this recognition with Dick’s widow, Marian with whom we still have intense and warm contacts.

The award-winning paper had a long history that goes back to the research by Lambin, Naert and Bultez (published in the European Economic Review in 1975). They developed an integral approach to account for the effects of competitive reactions on product class sales and brand’s market shares. This (LNB-) model can be fruitfully applied if a company is not particularly interested in the effects of individual competitors, but rather in the effects of aggregate efforts of other brands/firms. The model does not face vertical competition and specifies marketing decisions independently from retailers.

In 1992 we published a paper (also in IJRM, vol. 9, pp. 37-59) in which we introduced more complete reaction functions which account, for example, for many different promotional activities such as bonuses, sampling, refunds, featuring and, particularly, discounts. We also introduce manufacturer-dominated and retailer-dominated reactions and reaction functions. In the award-winning paper we extended this model with demand equations explaining market shares. We also developed a framework that consists of all possible combinations of (dichotomized) share effects. We argued that managers should react to changes in marketing activities for other brands only if these changes have nonzero effects on their own brands’ market shares. We showed that managerial practice deviates from normative implications resulting in underreactions (no reactions, when a reaction is necessary to regain market share) and overreactions (reactions which are not necessary because consumers of the focal brand do not switch to the competitor that wants to induce such consumer reactions). We also found that there are more overreactions than underreactions and we presented arguments to explain overreactions. Overreactions are especially likely to occur if managers use simple rules of thumb based only on changes in competitors’ promotional activities. This way of reacting shows much correspondence with the way goalkeepers react on ‘competitive actions’. Goalkeepers, almost always jump right or left, when the best strategy is to stay in the goal’s center.


We enjoyed working on our award-winning paper. The idea for this paper has been born during a bus ride from Innsbruck to Igls (Austria) at the 1990 EMAC conference. We submitted our paper to IJRM in 1993. The paper has been rejected first, but after a very useful and helpful discussion with the editor, Piet van den Abeele, we revised our paper, submitted it again and even received IJRM’s inaugural Best Paper Award in 1996. And now we even received an award for the long-term impact of this research!

I perceive this award as a great tribute to the memory of Dick and our intense co-operation and friendship.

Peter S.H. LEEFLANG, University of Groningen
& D.R. WITTINK, School of Management, Yale
The 38th EMAC conference which was held in Audencia from 26 until 29 May was a great success. Almost 735 participants from the five continents were welcomed at the Machines de l’Ile by Jacques Auxiette, President of the Regional Council of Pays de la Loire and Alain Mustière, President of the Regional Economic and Social Committee.

The congress participants were able to admire and visit the Grand Elephant, enjoying a cocktail party while visiting the fantastic machines inspired by Jules Verne, and enjoying a jazz band accompaniment.

Here are the percentages of the most represented nationalities:

John Saunders (Survival and the Animal Spirit: Marketing, Lessons from Evolution), Claude Fischler (The answer is no. What was the question?) and Saadi Lahlou (Social Psychology, Marketing, and re-installing the World) splendidly opened the conference by demonstrating during the plenary session the importance of cores disciplines. Then the participants focused on the traditional subjects, the importance of which evolves every year. The analysis by track of the number of submitted papers shows that if the traditional subjects remain stable (consumer behaviour - 132 submitted papers, product and brand management 69, etc.), other subjects progress, translating new sensibilities: for example, Marketing of Public and Non-profit Organizations, 28 submissions against 14 in 2008.

On Wednesday May 27, a very special event took place on the school’s premises: a tasting session of typical French products, together with selected wines.

The opportunity for the participants to discuss while sampling the four wines and sixteen selected cheeses. A well appreciated moment of friendship.

As usual, the special sessions were very well received:
- Marketing of life sciences (Chair: Stefan Stremersch);
- Getting marketing back in the boardroom (Chair: Peter Verhoef);
- Consumer well-being research (Chair: Jenny van Doorn);
- Research frontiers on organic versus acquisition growth (Chair: Gerry Tellis);
- Marketing in recessions: Challenges and opportunities (Chair: Gary L. Lilien).

Also, three special interest groups gathered numerous participants, and 65 posters were presented during both poster sessions.
On Friday May 29, the gala dinner took place in the prestigious Nantes International Convention Centre.

The winners of the prizes were:

IJRM Best Paper Award:
Els Gijsbrechts, Katia Campo, and Patricia Nisol,

Arnaud De Bruyn and Gary L. Lilien,

Jan-Benedict E.M. Steenkamp Award for Long Term Impact:

EMAC McKinsey Marketing Dissertation Award:
The 1st Prize: Lien Lamey for the paper ‘The Private-Label Nightmare: Can National Brands Ever Wake Up?’
2nd Prize: Zsolt Katona for the paper ‘Buying And Selling Traffic: The Internet as an Advertising Medium’

Best Paper Award based on a Doctoral Dissertation: Tirunillai Seshadri
Paper: Online Consumer Generated Word-Of-Mouth And Financial Performance Of The Firm

The menu of sophisticated dishes was accompanied by performance artists, caricaturists, and the West Coast orchestra.

The event lasted well into the middle of the night.

See you in Copenhagen!

Jean-Louis NICOLAS
EMAC 2009 Conference Chair
In May 2009, during the days before the EMAC conference, the 22nd Doctoral Colloquium (DC) of EMAC was held in Nantes (France). After the DC, the organizing committee conducted a customer survey, which confirmed our expectations: the DC was both very useful scientifically and fun socially for all involved! The participating PhD students, faculty members, and organizers shared many valuable scientific discussions and all had a great time.

**Meeting the objectives**

The objective of the DC is to allow outstanding and promising doctoral students in Marketing to present their dissertation research and to discuss it with other doctoral students and leading academics. The students can benefit from the colloquium by receiving feedback on: the contribution and focus of their work, the positioning of their research, their data collection approach, the analysis, etc. This objective is clearly met, as all students that provided feedback were very positive about the scientific feedback and discussion of their work. As formulated by Yvetta Simonyan: “I received valuable feedback from faculty and students during my presentation.” Or by Matilda Dorotic: “I liked the format of an in-depth discussion which differentiates this colloquium from the AMA doctoral consortium.”

In addition, the students appreciated the other aspects of the DC: meeting other PhD students and faculty members, the plenary presentations, the pleasant atmosphere, the catering, the location, the city of Nantes, etc. Hence, the objectives of the DC were achieved again!

For faculty members, the DC has several important benefits too. First, the discussions are often at very high level and comments by other participants may broaden their expertise and stimulate their own research. Furthermore, the students at the DC will be an important part of the future EMAC community, and in a few years many of them will be on the job market. Given the international nature of the DC, it will also contribute to the international network of faculty members. And, it is mostly fun too.

**Next: Copenhagen (Denmark), 2010**

In the years to come, the structure and objectives of the DC will not change much, if at all. We should not alter this high rated asset of EMAC. Hence, next year in Copenhagen the 23rd DC will be organized in a similar way. To make this possible, please submit your work (if you are PhD student) or stimulate your students to submit their work (if you are faculty member) to the DC.

**Tammo H.A. BIJMOLT**

*University of Groningen, The Netherlands*
After “Marketing and the Core Disciplines” were successfully presented at Jean-Louis Nicolas and Jean-Pierre Helfer’s conference in Nantes, we turn our attention to the essential elements of marketing. The Department of Marketing from Copenhagen Business School (CBS) dedicates the scene of the 39th EMAC conference to “The Six Senses – The Essentials of Marketing”.

Marketing starts and ends with the senses! Customers express their identity, feelings, thoughts and motivations through their choices, which in turn are influenced by current or previous sensory experiences with products and services. In turn, marketers increasingly appeal to all senses in their communication about their offers. How can the transformation of both a company’s extant and new products to its customers gain from the comprehension of the senses? What influence does the stimulation of the senses have on the development of customers’ favourable preferences? Which senses dominate in which contexts? How can the different senses be operationalized in marketing communication? These and many other related questions will set the framework for you to share contributions that give the six senses the attention they deserve.

CBS: Diversity creating knowledge

The school is accredited by AMBA and EQUIS, while the application for accreditation by AACSB is scheduled for 2010. As one of the largest Business schools in Europe, CBS counts more than 16,000 students. CBS offers world-class research-based degree programmes at undergraduate, graduate and PhD levels as well as executive and other post experience education programmes. With more than 1,800 international students, 367 exchange agreements, 75 visiting professors and 23 programmes taught in English CBS creates an environment that facilitates gain of new insights and broadening of perspectives.

Research based on Creativity and Innovation

Creativity and innovation characterise CBS’ approach to both existing and new subject areas and are necessary for meeting the demands placed on universities by the knowledge society and globalisation. The Department of Marketing incorporates this approach within the following central research areas in marketing:

• Business-to-Business/Industrial marketing
• Consumer Behaviour
• Marketing Communication and Advertising
• Strategic Design and Business Development
• Market Oriented Management
• Neuroscience

As a result, articles in foreign languages represent a steadily increasing part of the department’s production of approx. 100 publications a year, while at the same time meeting the requirement for dissemination to the Danish society.
EMAC conference in Wonderful Copenhagen

Copper-roofed town houses, architecture, design and open air swim baths by the harbour. Copenhagen was founded more than 800 years ago and combines the old world charm of its medieval origins with the vibrant life of a modern European metropolis.
With 1.7 million inhabitants, the city is human in scale and lively in atmosphere. The high quality public transportation system, consisting of the metro, buses and trains, connects the centre with its suburbs and the airport (a mere 13-minute ride). With the metro, CBS is easy reachable – four minutes from the city centre with three metro stations serving the CBS campus. The metro also goes directly from Copenhagen airport to CBS where the conference will take place.

Copenhagen’s City Hall

The city hall in Copenhagen was built in the years 1892-1905 by the architect Martin Nyrop. Nyrop represents the breakthrough of romantic nationalism in Danish architecture, which expressed the combination of traditional Danish architecture and Italian renaissance. We are happy to announce that the mayor of Copenhagen has invited us to hold the welcome reception in one of Copenhagen’s impressive buildings – and that we will be served the pancakes that traditionally are offered to guests at the City Hall.

Copenhagen’s meatpacking district

The Meatpacking District of Copenhagen consists of three large areas named The White Meat City, The Gray Meat City and The Brown Meat City. The Brown Meat City consists of various schools, a theater, hotel- and conference facilities, a sports centre cum spa and a beautiful antique exhibition hall called Øksnehallen.
We chose this location for our Gala dinner and are looking forward to a night full of entertainment and culinary pleasures.
A new conference experience at Copenhagen Business School awaits you, from 1 to 4 June 2010.

Remember to submit your paper(s) before 1 December 2009 on www.emac2010.org and share your contributions with colleagues from all over the world.

For further information please use the following links:
http://www.emac2010.org
http://www.cbs.dk
http://www.visitcopenhagen.com/
http://www.visitdenmark.com

We look very much forward to welcoming you in Copenhagen!

Best wishes,
Suzanne C. BECKMANN
Conference Chair

55th anniversary of the foundation of EMAC

We are proud that we host the 55th anniversary in 2010 when the success story of EMAC will be celebrated together with you. As location we have chosen the Kiln Hall, that a few years ago housed three tunnel ovens for burning porcelain. Today, the former Royal Copenhagen Porcelain Factory has been converted and refurbished to provide the premises for education and research.
Many EMAC members attempt to do rigorous academic research on topics relevant to the community of marketing practitioners. The special session on Marketing in Recessions at the EMAC conference in Nantes pulled together that kind of work quite nicely.

The well attended and highly engaging session involved three papers representing emerging research on the topic. Joost Drieman, Director of Market and Business Intelligence for Cisco Europe then commented on the academic research and discussed how Cisco is responding.

To put the session and the work presented there in context, the current global downturn has put all firm operations under close scrutiny, but none more than marketing spending. Marketing spending often gets severely cut during recessions as management in many organizations still view marketing as a luxury or postponeable expense. The focus of the work in this session was to address that very issue.

The session began with an overview of what we know about what happens to both consumers and business customers in a downturn. That overview showed that, amongst other things, customers are more likely to delay purchases, particularly of durable brands, to focus more on value (with implications both for store brands and for value versus full-service retailers), to reduce service consumption and to be less risk-seeking in consumption behavior.

And at least three things happen on the firm side: 1. Reduced demand leading to lowered sales, lowered cash flows, tighter credit and increased accounts receivables; 2. Pressure to cut discretionary spending especially, R&D and marketing budgets, 3. Delayed launch of new products and services. And these three things lead to a vicious downward cycle.

All firms don’t suffer equally. For example, in the paper that won the IJRM Best Paper Award in 2005, Srinivasan, Lilien and Rangaswamy (2005) showed that some firms can benefit from the recession--those with (a) a marketing emphasis before the recession, (b) an entrepreneurial culture and (c) resources to invest in marketing in the recession.

And the emerging evidence seems to suggest that survivors invest in brands, that they communicate and deliver real customer value, and they use the downturn to streamline both their product lines and their distribution channels.

The three stimulating papers addressed different facets of this vast and challenging area. Marnik Dekimpe, Jan-Benedict Steenkamp, Lien Lamey and Barbara Deleersnyder in their presentation “Marketing Strategies To Make It Through An Economic Recession: Lessons From The Consumer Packed Goods Industry” provided two key insights. First, by looking at evidence from hundreds of products over the past several decades they showed that investments in brands before the recession pays off for those who made that investment during the recession. And second, they show that managers’ dominant practice of cutting back on marketing support during the recession will exacerbate the negative impact of the economic downturn, not only during the recession period itself, but also in the subsequent recovery period. They qualify their findings by showing some contingencies.
and qualifiers, but their overall results imply that a short term focus only on cutting costs during a recession almost always leads to long term losses. Marketing practitioners, top managers and other firm stakeholders could learn a lesson here.

Roger Graham and Kristina Frankenberger in their paper “The Earnings Effects of Advertising Expenditures During Recessions” show that advertising expenditures have long term benefits that exceed their cost and that advertising’s contribution to earnings creates an intangible asset value that is considered by investors when evaluating the market value of a firm. Managers who invest in advertising not only create future earnings for the firm, but in doing so send investors a positive signal about future performance. While these effects vary by industry, they are again, a powerful message to firms about the long term value of marketing investments.

Raji Srinivasan and Gary Lilien in “An Empirical Investigation of R&D, Advertising And Firm Performance In Recessions” use panel data from 3,888 publicly listed US firms from 1969 to 2007, when there were six recessions, and find that increases in R&D lowered profits for B2B and B2C firms during recessions, but had no effect for service firms, while increases in advertising improved profits for B2B and B2C firms but not for service firms. They showed that this same pattern of findings holds for the firm’s profits in the year following the recession.

In his comment on the findings above, Joost Drieman highlighted the challenges of focusing on the long term when the real world forces so much attention on the short term. But he also provided Cisco case examples supporting the findings. In particular, he demonstrated how Cisco is listening carefully to its customers and then tailoring its offerings to focus on enhancing customer demand generation, relationship campaigns to increase satisfaction, loyalty and create long-term intimacy, channel support, and, most importantly, helping customers with their business (Cisco marketing supporting customer marketing). He concluded with a telling quote from Cisco’ President and CEO, John Chambers:

“We will use this period of market transition to align and optimize resources, make strategic investments, move into market adjacencies and enhance relationships with our customers. As we exit the quarter with a compelling financial position and an innovation engine from both a product and business model perspective, we believe we are well positioned for the eventual economic recovery.

A very forward looking view indeed.

The session lead to stimulating discussion that continued well past the end of the session. If you are curious to learn more about any of these papers please contact the presenters directly. They will be happy to hear from you!

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Reference:

Two significant changes are beginning to have a major influence on academic research in marketing in Australia.

The first of these changes is due to the global financial crisis (GFC). Business education in universities, particularly at the MBA level, has been widely held to be blameworthy and, as a consequence, most universities in Australia are critically examining the orientation of their business teaching programs. At the MBA level, several leading universities are revamping their MBA programs to be much more integrated across disciplines, shifting the emphasis in marketing much more toward general management rather than customer behaviour (a big mistake, in my book), and incorporating project experience in other countries to give MBA students a more global perspective (thereby raising the course fee massively and betting on a reasonably “inelastic” demand function!). At both the MBA and undergraduate degree levels, due to the GFC and also highly publicized corporate scandals such as befell the U.S. company, Enron, there has been a widespread call for the teaching of “ethics” in all courses, including marketing. This emphasis on ethics has spilled over into research as evidenced by a large number of paper submissions on corporate social responsibility (CSR) received for the forthcoming ANZMAC (sister organization of EMAC) Conference in December. A very real problem that will confront those teaching and conducting research on “ethics” is that everyone seems to intuitively “know” what this term means. I looked through the CSR research papers for the conference and it’s pretty clear that none of the Australian marketing academics have read anything on moral philosophy, the foundation discipline for the study of ethics. So who knows what is going to be taught in these programs, especially if the modified “ethical” courses are rushed through the approval procedure, as seems likely.

The second major change is the pending introduction of a new scheme, and I use that term pejoratively, for evaluating the quality of research publications in all scientific fields including marketing (yes, unlike most practitioners, I continue to believe that marketing is a science). Hyperbolically called the Excellence in Research for Australia Program, this scheme will have the serious practical effect of giving zero quality weight to conference publications such as those published from the ANZMAC conference (and also EMAC conference publications). This would be a tragedy as most new research begins with conference publications and that’s where the risky but breakthrough ideas come from.

Whereas the future scenario for researchers is bleak in the dim light of the above two changes, I am happy to report that this year’s ANZMAC Conference looks interesting, with tracks on the hot although not always rigorously researched topics of B2B marketing, brand management, international (though hardly “global”) marketing, e-business, marketing metrics (another meaningless buzzword, with “metrics” chosen without regard to theory), and of course corporate social responsibility and ethics (enough said).

John ROSSITER
EMAC national representative for Australia

Marketing academia

There are several schools that offer marketing master and doctoral programs. Their organizational setup is quite different, in some schools separate marketing departments exist, in other schools the marketing scholars are part of a larger unit, albeit some informal marketing group is still there. Besides Corvinus University and the University of Pécs that have a longer tradition of marketing education and research going back to the 1970s (sometimes under different names), most marketing groups had been established in the mid 1990s. We list the most important schools that offer a marketing emphasis in their doctoral programs.
Associations and research committees
The Hungarian Marketing Association has a focus on practitioners’ needs, but maintains the Club of Marketing Educators that organizes an annual conference at different academic locations, as a main activity. A co-organizer of this event is the Marketing Committee of the Hungarian Academy of Sciences. The committee aims at uniting those interested in research in marketing. The public body of the marketing committee counts around 70 members from different academic institutions.

Hungary and EMAC
Hungarian presence in EMAC dates back to the late 1980s, but when the Budapest University of Economic Sciences (today Corvinus University) organized the 1996 EMAC Conference in Budapest, it gave a stronger support for scholars. Since then the number of EMAC members has increased and a national representative was elected. Currently there are 10 members from the country. Several colleagues from Corvinus, University of Szeged, University of Győr participated in EMAC conferences and doctoral colloquia. József Berács (Corvinus University) served as EMAC president in 2006-2008.

The next EMAC event related to Hungary is the first Regional EMAC Conference that will take place at Corvinus University in September 24-25, 2010.

Andras BAUER
EMAC national representative for Hungary

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Marketing in Portugal: a rising community

Marketing education and research in Portugal
The Portuguese academic marketing community is small, yet increasingly dynamic. Marketing faculty (PhDs and assistants) in Portugal is estimated to be over 100 academics spread throughout Portuguese universities and polytechnics. The Portuguese public higher education system encompasses 15 universities and 19 polytechnics (there are also 48 private universities and 68 private polytechnics). Although there are not many established marketing departments, marketing staff are
frequently members of more general departments as, for example, management or business. Similarly to other educational systems, marketing is taught as a mandatory or optional subject in general undergraduate and post-graduate programmes, such as, business, management and economics. There are also undergraduate and/or postgraduate marketing programmes offered at institutions such as ISCTE (Lisbon); University of Minho (Braga) and IPAM - Marketing School for Business (Aveiro/Lisbon/Porto). Concerning doctoral studies, in addition to general management and business doctoral programmes, marketing doctoral researchers may apply to two marketing doctoral programmes in the country: the Marketing Doctoral Programme in ISCTE, in Lisbon, and the new Doctoral Programme in Marketing and Strategy involving the Universities of Aveiro (Aveiro), Beira Interior (Covilhã) and Minho (Braga) (starting during the 4th quarter in 2009). (Overall, Portuguese educational programmes reflect Bologna agreement’s directions.) During the last decade, the marketing community in Portugal has become increasingly international. A significant number of Portuguese marketing PhDs did their Doctoral studies in leading European and American universities and, currently, some institutions (e.g., Nova University in Lisbon) recruit academics worldwide. Such background has contributed to a growing community and many Portuguese marketing researchers are actively engaged in national and international research projects. Some of the most dynamic Portuguese researchers are currently based in universities, such as, ISCTE (Lisbon), University of Minho (Braga), Nova University (Lisbon) and University of Porto (Porto). Many marketing researchers are members of research centres based in various institutions throughout the country. The main Portuguese governmental institution responsible for funding and evaluating of the scientific community – Fundação para a Ciência e a Tecnologia – recently assessed 13 research centres in management. Additionally, in July 2007, there was the creation of the research centre iMARKE – Research in Strategy and Marketing, based at the University of Minho with the mission of contributing “...to the development and promotion of marketing and strategy theory and practice, thorough the development of relevant research” (www3.eeg.uminho.pt/gestao/imarke/). iMARKE is directed by Minoo Farhangmehr, it has currently 9 permanent PhD members affiliated to various Portuguese universities and is soon expected to expand to include other Portuguese and foreign researchers. The described environment reflects the emergence of a rising, cohesive marketing community in the country. Work by Portuguese marketing researchers may be found in a wide range of scientific publications, such as, the European Journal of Marketing, Industrial Marketing Management, International Journal of Research in Marketing, Journal of Business Research, Journal of Consumer Research, Journal of International Business Studies, Journal of International Marketing, Journal of the Academy of Marketing Science, and Journal of Marketing Research. There is also the Portuguese Marketing Review publishing work written both in Portuguese and in English.

Marketing associations in Portugal

There are two main marketing associations in Portugal: the Portuguese Marketing Association (APPM) and the Academy of Marketing Lecturers (ADMES). The Portuguese Marketing Association was established in 1967 and currently has over 5400 members (mainly practitioners and students). Its goal is “to promote marketing in enterprises and institutions, as well as its professionals, contributing to the development of competition, the economy and society” (www.appm.pt). APPM is active in organising training in marketing and seminars/workshops with leading academics and practitioners. One of the association’s main events is the “Marketing Week” organised annually, which gathers keynote speakers who address current relevant marketing topics. In 2008 the theme of the event was “BenchMarketing Challenge” and among the keynote speakers were Martin Lindstrom (who presented about branding) and Stephen Shapiro (who presented about creativity & innovation). APPM is a member of the European Marketing Confederation.

The Academy of Marketing Lecturers was established in 2003 and has over 70 members, mostly academics. This association organises and promotes events and workshops directed at marketing researchers and educators. It aims at encouraging research and research sharing experiences amongst its members. It also organises relevant events and workshops encouraging excellence in marketing education and research. In 2004, ADMES in a partnership with MARKTEST, created a prize for scientific merit acknowledging the best publications of Portuguese marketing researchers working in Portugal and/or abroad. So far the prize has been awarded to 4 Portuguese researchers.

Portuguese community involvement with EMAC

The European Marketing Academy is widely recognised among Portuguese researchers as one of the main international bodies for the global development of research in marketing. In particular, the annual conference is a chosen venue for marketing researchers to present their work. The figure below depicts the EMAC membership situation over the last 9 years (until May 2009). It may be seen that since 2002, membership has typically been about 20 members (the value in 2006 reflects a change in the subscription procedure). In 2002 the European Marketing Academy Conference
was held in Portugal for the first time. The 31st EMAC Conference was hosted in Braga at the University of Minho. We are very pleased with the fact that, 10 years later, the annual conference will return to Portugal. In 2012, EMAC will be held at ISCTE in Lisbon. ISCTE has one of the biggest marketing groups in the country. The conference will be chaired by Paulo Rita and co-chaired by Reinaldo Proença. They will work together with an organising team of 12 members. I hope you can attend the conference and visit Lisbon in 2012!

Cláudia SIMÕES
EMAC national representative for Portugal

South Africa

Transforming the higher education landscape
Fifteen years after the end of Apartheid, South African marketing academics continue to focus on its legacies. The government began transforming the ethnically-divided education sector immediately after the election of Nelson Mandela. Transformation of Apartheid education structures is complete. Small and larger universities merged into three types of non-racial public universities. Traditional universities offer theoretically-oriented university degrees. Universities of technology offer practically-oriented diplomas and degrees in technical fields. Comprehensive universities offer a combination of both types of qualifications. There are more than 90 licensed private universities in South Africa, some offering degrees from universities overseas. Private universities make an important contribution to marketing education in South Africa but public universities dominate the higher education landscape with some 90% market share.

According to the most recent government report, 760,009 learners were enrolled in public higher education institutions in 2007. Most were enrolled in undergraduate degree (49%) and certificate and diploma (34%) programs. Masters (8%) and doctorate (7%) programs were smaller but growing. Business and management (30%) was the most popular major field of study. The transformation of student body composition is impressive. Black learners accounted for 75% of enrollments in South African universities and for less than 50% of enrollments in only three universities. Women accounted for 53% of enrollments in contact programs and 59% of enrollments in distance education programs.

Facts about the South African academy
Similar to most European countries, tenure-track faculty members usually are career academics who are promoted on the basis of teaching, research, administration, and community service. Business school relations with business and government are close. Qualified practitioners often serve as adjunct faculty and on advisory boards. Transforming faculty composition has proven difficult for universities, as a recent University of Johannesburg study of marketing and retailing academics shows. The sample included 131 academics in 21 departments and business schools at 16 public universities. The results show that, despite gender gains, there is much to do before the racial composition of faculty is representative of the general population. Higher salaries in marketing practice are an important challenge. With more than two-thirds of full professors over the age of 50 and white, faculty composition will continue to change rapidly. Discussions on inter-university collaboration to improve doctoral throughput in marketing are gaining traction.

Table 1: Educational qualifications of South African marketing academics

<table>
<thead>
<tr>
<th>Highest qualification of staff member</th>
<th>Doctorate</th>
<th>Masters</th>
<th>Honors</th>
<th>Bachelors</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black, Coloured, or Indian</td>
<td>5</td>
<td>27</td>
<td>4</td>
<td>6</td>
<td>42</td>
</tr>
<tr>
<td>White</td>
<td>42</td>
<td>35</td>
<td>6</td>
<td>7</td>
<td>89</td>
</tr>
<tr>
<td>Female</td>
<td>18</td>
<td>30</td>
<td>6</td>
<td>7</td>
<td>61</td>
</tr>
<tr>
<td>Male</td>
<td>29</td>
<td>32</td>
<td>4</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>50 years and younger</td>
<td>27</td>
<td>5</td>
<td>10</td>
<td>12</td>
<td>54</td>
</tr>
<tr>
<td>Older than 50 years</td>
<td>20</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>31</td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
<td>62</td>
<td>10</td>
<td>12</td>
<td>131</td>
</tr>
</tbody>
</table>

Source: Jooste and Petzer (2009)
Marketing Association membership
EMAC is well known and respected in South Africa. EMAC membership averaged two members during the 1990s, growing to six members in 2009. South Africa does not have an academic marketing association, although academics actively participate in many professional marketing associations. Internationally, South Africans are active in EMAC, ACR, AMS, and AMA and frequently present papers at their annual conferences. Locally, marketing academics actively support the Southern African Institute for Management Scientists and the Southern African Marketing Research Association.

Exciting opportunities and challenges for research
Briefly recalling South Africa’s rich research tradition highlights the adverse effects of the anti-Apartheid boycott on the academy. William Hutt first coined the term “consumer’s sovereignty” at the University of Cape Town in the late 1920s. South Africans made seminal contributions to many techniques used in modern marketing research, such as CHAID, covariance structure modeling and correspondence analysis. Not only were South Africans isolated from the international community during the apartheid-era, many accomplished and promising academics emigrated.

Optimism has replaced this gloomy scenario. The upheaval of university mergers is now over and relative stability has returned. There is time again for research and the world is now interested in emerging markets. Vibrant collaborative and exchange relations with leading European, American and Asian business schools continue to expand. The government is encouraging increased research quality and output. It dropped accreditation for some 700 local scholarly journals, instead accrediting journals appearing on the Thomson-Reuters ISI and the IBSS lists and only a handful of local journals. The increasing number of South African journals appearing on the ISI list and the expanding support of the National Research Foundation are encouraging signs of the times.

Those who attend the 2010 Soccer World Cup will find striking new stadiums, modern airports, hotels, shopping malls, and transportation and communications infrastructure. Nearby they will find impoverished communities with rising living standards. Scratching deeper will reveal an interesting learning laboratory and gateway for scholars who wish to understand African emerging markets. If you are coming, be sure to make arrangements in advance to visit local faculty, as schools and universities will close during the World Cup. There are many opportunities for collaboration. You will be most welcome.

Steven BURGESS
EMAC national representative for South Africa


The EMAC Executive Committee at work
The EMAC Fellows had its annual meeting during the EMAC Conference in Nantes. In the presence of the EMAC President, George Avlonitis, we discussed several new initiatives within EMAC, such as the new EMAC journal (Journal of Marketing Behavior-JMB), the McKinsey Marketing Dissertation Award, the EMAC Regional Conferences (first one in Budapest, June 24-25 2010), the Heads of Marketing Forum, and a new award, the Distinguished Marketing Scholar Award. The EMAC Fellows very pleased with all these new activities and also paid attention to a couple of other issues, including a few changes in the EMAC Fellows Constitution.

In the meeting two new EMAC Fellows were welcomed, Sönke Albers and Jószef Berács. I want to congratulate Sönke and Jószef with their appointment to EMAC Fellow. I have asked both of them to send me some information about themselves which I used as input for the brief stories below.

**Sönke Albers**

Sönke Albers is a pioneer of academic marketing in Germany. He started his university career in the seventies, and over the years he was affiliated with universities/business schools in Hamburg, Koblenz, Lüneburg, and Kiel where he is now Professor of Innovation, New media, and Marketing. He made his imprint on the German marketing scene especially by producing a large number of PhD’s and he is the “Doktorvater” (PhD supervisor) of seven scholars who are now full professors of marketing in different universities of Germany. As a result, the Sönke Albers marketing network now covers most of Germany. He was also honored with a Honorable Doctorate from the Johann Wolfgang Goethe- University of Frankfurt. Sönke also plays a role in the broader area of German Business Schools, as President of the Association of German Business School Professors and as editor-in-chief of their journal. Sönke had the vision that Germany’s academic marketing should adopt a more international perspective. He stimulated his students to be active on the international academic marketing scene, for example by participating in conferences such as EMAC and Marketing Science, and that’s why in EMAC we know so many of his academic children and grandchildren. Sönke’s efforts have definitely contributed to the fact that in terms of members, Germany is now the largest national group in the EMAC membership.

Sönke also has an impressive track record in terms of academic journal articles and books, both in German and in English. Here his main fields of interest are sales management and innovation.

In EMAC, Sönke Albers is Treasurer since several years and in this role of Vice-Presidents he plays an important role in the formation of the overall EMAC policy. During his tenure as treasurer, EMAC has been doing financially very well.

What you perhaps do not know about Sönke Albers, is that he was a professional chess player before he became an academic, that he collects books on the history of companies, and that he likes colorful ties. Rumor has it that Sönke is a member of a secret society that has something to do with ties.

**Jószef Berács**

With Jószef Berács we have another scholar who played a pioneering role in the development of academic marketing in his country, Hungary in this case. Jószef’s academic career is strongly linked to the Corvinus University of Budapest, where he received his first degree and where he is now Professor of Marketing. In the meantime, this university went through two name changes; during the communist period it was called Karl Marx University, and thereafter it became Budapest University of Economic Science. These names changes also exemplify the radical transition that Hungary went through. It must not have been easy to establish the field of marketing in post-communist Hungary. As chairman of the marketing department of Corvinus University, the number one business school in Hungary, Jószef played a major role in this.

Jószef is also a very productive researcher, with over 200 publications in Hungarian, English, Russian, Polish, and German. Who else of us can show such a multi-linguistic publication track record? Jószef received all three doctoral degrees that you can obtain in Hungary, including the prestigious degree of Doctor of Sciences of the Hungarian Academy of Sciences.

According to Jószef himself, internationalization is the key word that accompanied his life. From 1990 to 2007 he ran the International Studies Centre (ISC) at his university that brought over 5000 foreign students to Budapest in exchange programs. It was clear to Jószef
that also for marketing an international outlook is essential. His first EMAC conference was in 1987, and he has been active in EMAC ever since. In 1996 he organized the EMAC conference in Budapest. He was also instrumental in creating interest for EMAC in other countries in Central-Eastern Europe and together with Andras Bauer he will organize the first EMAC Regional Conference in Budapest in June 2010. József not only benefited from EMAC, but also gave back to EMAC by being the EMAC President from 2006 to 2008. During his Presidency the number of EMAC members reached 1000, and there were record figures for the conferences and doctoral colloquia.

Also about József there are things that you probably did not know. For example, that he is a Marathon runner (fastest run: 4:01:36) and that he will participate in “Ironman Hungary” next year (3.8 km swimming; 180 km biking; 42 195 m running). József has not run out of energy yet.

Sönke and József are both of the generation that built modern marketing as a solid academic field in the universities of Europe. Their careers show how EMAC was instrumental for the development of marketing in their countries and also for connecting their national marketing scenes to the international community of marketing scholars. We are proud to welcome Sönke and József as new EMAC Fellows and we hope to benefit from their wisdom.

Berend WIERNAGA
Dean of EMAC Fellows

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**Long Term Loyal Members**

A decade at EMAC - Time to celebrate our members who have 10 consecutive years at EMAC

ALBERS Sönke
ANTTILA Mai
BALDERJAHN Ingo
BAUER Andras
BECKMANN Suzanne C.
BELLO Daniel
BERACS József
BIGHNE Enrique
BIJMOLT Tammo
BLOEMER Josee
BRANCH John
BSTIELER Ludwig
BURMANN Christoph
CADOGAN John
CESTRE Ghislaine
COSTABILE Michele
DALL’OLMO RILEY Francesca
DALLI Daniele
DARMON Rene
DARPY Denis
DE CHERNATONY Leslie
DEKIMPE Marnik
DIAMANTOPOULOS Adamantios
DOUGLAS Susan P.
DUBROVSKI Drago
EAST Robert
EMES Jutta
FAHRANGMEHR Minoo
FASSNACHT Martin
FUJIMOTO Hisao
GATIGNON Hubert
GEDENK Karen
GERMELMANN Claas Christian
GEYSKENS Inge
GRUNERT Klaus G.
GUENTER Bernd
GUMMESSON Evert
HEELER Roger
HOEKSTRA Janny C.
HOLZMUELLER Hartmut
HOOLEY Graham J.
JOLIBERT Alain
KASPER Hans
LAURENT Gilles
LEEFLANG Peter
LILIEN Gary L.
LITTLE John D.C.
MUEHLBACHER Hans
MUNUERA-ALEMAN Jose Luis
PAPADOPOULOS Nicolas
PARSONS Leonard
PINSON Christian
PITKANEN Seppo
QUESTER Pascale
REISINGER Heribert
REUTTERER Thomas
RITTENBURG Terri
ROOZEN Irene T.M.
ROSSITER John R.
RUIZ Salvador
SANCHEZ-PEREZ Manuel
SAUNDERS John
SMIDTS Ale
STEFFENHAGEN Hartwig
STOETTINGER Barbara
UNCLES Mark
VAN BRUGGEN Gerrit H.
VAN HERK Hester
VAN HERPEN Erica
VAN KENHOVE Patrick
VAZQUEZ BURGUETE Jose Luis
WIERNAGA Berend
WINER Russell
WINKLHOFER Heidi
From France to Belgium… an amalgam of knowledge, people, lectures, presentations, networking, pictures, discussions and emotions shared altogether under the “scientific umbrella” of EIASM… back to Greece now, full of reminiscences from the international experience we were lucky to live in the past few months thanks to our participation in the EMAC conference (and the Doctoral Colloquium, as well) in Nantes and the attendance of an EDEN Doctoral Seminar held in Brussels afterwards.

Having already accumulated useful “EMAC experiences” in the past from both the organisation of the 35th annual conference in Athens by our University (2006) and, surely, through a rigorous, voluntary work together with our Supervisor, and President of EMAC, Professor George Avlonitis, concerning the design and implementation of the EMAC survey, we decided to apply for the EDEN Doctoral Seminar on Research Methods in Marketing in June 2009. The encouragement we are getting from our department to carry out top quality research coupled with our strong willingness to elaborate on methodological issues applied to our doctoral research exerted particular influence on our final decision. The timing was perfect; leaving Nantes, we already knew that we had been selected among the applicants for the seminar and we hoped that the input gained from the EMAC conference would also accompany our methodological dilemmas and specific scientific questions on our way to Brussels this time.

Needless to say that the name “EDEN” was largely promising and the introduction on the webpage was also very attractive: “EDEN calls to everyone’s mind the garden of earthly delights to which the Book of Genesis refers. It evokes the attractive and creative environment that EIASM offers to young promising scholars who undertake the exciting doctoral adventure”. But still, our great concern was how the knowledge (to be transferred) would fit into our own “doctoral adventure” and how it would match with our research questions and methodological doubts on technical issues. What would be the ideal background of statistics? How would we all cope with a programme pertaining to crucial methodological issues covered in five days? We were certainly ready for another “adventure”!

On June 14th, expectations and reality were in a nice contradiction having led us to warily take the flight to Brussels in order to attend the seminar… our first thoughts were mitigated by the pre-seminar interaction with the helpful EIASM team who had already arranged all the practicalities (providing detailed information and relevant educational material) in order to welcome us all… a warm welcome that we all witnessed at the very start of the seminar! Almost 35 doctoral students from a large number of Universities across Europe were sharing similar concerns in anticipation of the lectures that would follow…

Eventually, the seminar proved to be quite intensive, covering an ideal number of methodological “chapters” in an effort to harmonize the level of our existent knowledge in specific fields. That was a great challenge! And we all went for it, attending and participating in a creative climate cultivated by the outstanding faculty all those days. The rotation of the faculty contributed to the succession of teaching methods and personal perceptions of the “subjective reality” of social sciences, with an overall focus on the transfer of knowledge in a well-established stimulating manner. Thus, one of the dominant characteristics of all those days was the interactive communication during the classes, considered as a prerequisite for a successful seminar, where the “esprit de corps” seems to be an embedded concept communicated to all the participants.

Furthermore, the relaxing coffee break and the rooftop lunch seemed as an oasis after a scientific and methodo-
logical overload. It was then that the social networking was taking place, leaving some time for a pleasant “to know us better” interval, sitting altogether with the academic faculty, exchanging ideas and feedback, and of course, expressing hopes and aims for the future. That was a cozy “intercultural reunion” repeated every time we went together to the Place de Brouckère for the everyday classes and even when we returned back to our comfortably located apartments. A productive, academic summer had already begun with round-table discussions sipping Belgian beer, personal plans, knowledge exchange and potential cooperations which might be further developed in the near future.

After all, nostalgic memories are now intermixed with fruitful search in our ongoing doctoral dissertation, based on an added value which stems from our participation in the EDEN seminar. This is our personal “EDEN experience” summarized for the purpose of this article in the Chronicle but we are ready to share it, in detail, with friends and colleagues, academics and researchers who would be eager to support, suggest and (why not attend?) a forthcoming EDEN Doctoral Seminar...

Antonios GIANNOPoulos & LAMPRINI PIHA
Ph.D. Candidates
Department of Marketing & Communication
Athens University of Economics and Business

EMAC 23rd DOCTORAL COLLOQUIUM

May 30 - June 1, 2010, Copenhagen, Denmark
Chair: Prof. Tammo Bijmolt, University of Groningen, Netherlands

The colloquium provides outstanding doctoral students in marketing who want to pursue a career in academics with an opportunity to discuss their dissertation research with other doctoral students and leading academics in the field of marketing.

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