AMS Quarterly

Academy of Marketing Science

November 2008 Volume 9 Number 2

Message from the President

Greetings to all of you from Old Dominion University. I am excited with the prospects for the next two years as the President of the Academy of Marketing Science, and I have great confidence in the capable leadership that is working with me on the AMS executive committee. I have learned a great deal during my tenure as President-Elect, and I hope to continue to build upon the excellent initiatives and hard work of my predecessor, **Barry Babin**. AMS has made some significant advances under his able leadership, and while I look forward to bringing my own style to my role as President, I certainly respect his accomplishments and will try to keep the organization moving in the same positive direction. Many thanks to Barry for his hard work. I am glad that he will continue to be an active part of the executive committee during the next two years.

This year we are looking forward to two fantastic conferences. The annual conference in May will be held in Baltimore, Maryland, and we are delighted to have **Michael Czinkota** and **Ilkka Ronkainen** as our Program Co-Chairs. They have chosen a number of strong Track Chairs, and I feel that the conference is in very good hands. The Conference Hotel is the Marriott Baltimore Waterfront, and the conference dates are May 20-23, 2009. Please check out the Call for Papers included in this issue. Please plan to submit a paper by the deadline of November 14th. This will be an excellent location for a conference, and we have a few surprises that should make this conference quite memorable. As always we will have a number of special events for doctoral students and new faculty members to the marketing discipline that should continue the excellent tradition that was set back under the able leadership of **Chuck Lamb** and continued under Barry.

In keeping with this focus on doctoral students and new faculty, I have appointed a Director of Doctoral Student and Junior Faculty Initiatives, **Deanne Brocato** at Iowa State University, whom many of you know. She has been actively involved with these important constituents for several years now, and I am delighted that she has accepted my appointment. If you have questions or suggestions for AMS regarding either doctoral students or new-to-the-discipline faculty, please do not hesitate to contact either myself (at jbford@odu.edu) or Deanne (at brocato@iastate.edu).

The second exciting conference that is coming up is the World Marketing Congress, which is scheduled for July 25-29, 2009 in Oslo, Norway. The Conference Program Co-Chairs are **Vicky Crittenden**, **Linda Ferrell** and **Göran Svensson**. The congress hotel is the Clarion Hotel Royal Christiania, and **Jay Lindquist** has done an excellent job as always in laying the groundwork as our Director of International Programs. There is an excellent list of suggestions of things to do in Oslo that I would direct you to at the AMS website (www.ams-web.org) which will whet your appetite for this unique and exciting city. The deadline for papers was October 15, so we certainly hope that you have already submitted a paper.

The Academy of Marketing Science is very proud of its journal, the *Journal of the Academy of Marketing Science*, and a new Editor was recently appointed, **G. Tomas M. Hult** from Michigan State University. Tomas is an excellent scholar with extensive editorial experience who brings a great deal of energy to the position. He will have a chance to work during the coming year with our outgoing Editor, **David Stewart**, who has done an excellent job directing the journal over the past three years. His leadership will be missed, but we welcome Tomas to his new position for the following three-year period.

I want to remind you to please avail yourself of the many benefits that go along with membership in the Academy of Marketing Science. Recently online access to the *Journal of the Academy of Marketing Science* has been made available to all of our members for downloading copies of articles and tables of contents. There are also many other services that are provided at no extra cost. Please go to www.ams-web.org regularly and see what the AMS has available for you.

Our goal is to make the Academy of Marketing Science as open and transparent as possible. We welcome you to join if you are not already a member, and please realize that you can always contact me at jbford@odu.edu anytime that you have suggestions or want to make comments about the various offerings that we provide. We value you and your input. I hope that your Fall semester is rewarding and that you enjoy keeping up to date on AMS activities. Many thanks to **Theresa Flaherty** for editing the *AMS Quarterly*. She does a great job, and we are glad to have her.

John Ford, Old Dominion University
jbford@odu.edu

From the Editor

I hope that the November issue of *AMS Quarterly* finds everyone in good spirits as we pass the mid-term of the semester and approach the upcoming holiday season.

On behalf of the Academy, I wish to thank **Jay D. Lindquist** for serving as AMS Director of International Programs for **ten years**--- your service is most appreciated by everyone. This issue features an article from Jay that reports important information about upcoming AMS conferences. Remember to mark your calendars so you don't miss out on some great opportunities in 2010 and 2011.

Our November issue also includes several important announcements pertaining to the 2009 AMS Harold Berkman Service Award, the Mary Kay Doctoral Dissertation Competition, and the AMS Lamb Hair McDaniel Teaching Awards. Visit the SCHOLARSHIP AND RESEARCH section of this issue for publishing opportunities at the AMS Annual Conference and special issues of various journals.

Our THOUGHTS AND COMMENTS column includes six articles representing diverse perspectives on a wide variety of marketing topics. In keeping with AMS tradition, this column provides an avenue for colleagues to express opinions, share ideas, explore controversies, and engage in collegial debate.

Remember to send your CALLS FOR PAPERS and POSITION ANNOUNCEMENTS for inclusion in our next issue. The IN THE NEWS section of the newsletter is an excellent way to let your friends and colleagues know what you have been doing since they last saw you. Promotions, appointments, awards, moves to new institutions, book publications, and retirements are all great announcements for this section. To be considered for the spring 2009 issue, please submit your information no later than **February 20, 2009** to flahertb@jmu.edu.

Theresa Flaherty, James Madison University
flahertb@jmu.edu

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ACADEMY OF MARKETING SCIENCE OPTIONAL BENEFIT FORM

As an added membership benefit, the Academy of Marketing Science is pleased to offer you the option of purchasing any of the following journals at a very reduced price. If you want to take advantage of this offer, please return this Optional Benefit Form with your completed membership form. Make sure to provide your name and address for each selected journal. The Academy will then advise the publishers of your membership status and you will be billed directly by the journal publishers.

ACADEMY OF MARKETING SCIENCE
JOURNAL OF RETAILING

( ) Yes, I would like to subscribe to the Journal of Retailing for the special annual rate of $45.00. (Regular price $131.00). I understand that I will be billed later by Elsevier. Please send the journal to (please print clearly):

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Address: ______________________________

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( ) Yes, I would like to subscribe to the Journal of Personal Selling & Sales Management for the special annual rate of $45.00 (US) $55.00 (INT'L). (Regular price $60.00 US, $76.00 INT'L). I understand that I will be billed later by M.E. Sharpe. Please send the journal to (please print clearly):

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(First) (Last)

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Return this form to:

Academy of Marketing Science
PO Box 3072
Ruston, LA 71272

Update from the Director of International Programs

It's hard for me to realize that this year marks the tenth anniversary of my tenure as Director of International Programs. Actually I oversaw the wrap-up of the World Marketing Congress in Kuala Lumpur, Malaysia in the summer of 1997 before being appointed to the newly created director position in 1998. It has been my privilege to oversee the World Marketing Congresses in 1999 (Malta), 2001 (Cardiff, Wales), 2003 (Perth, Western Australia), 2005 (Muenster, Germany), 2007 (Verona, Italy) and the upcoming 2009 (Oslo, Norway) event. The call for papers for Oslo is online at the AMS website [http://www.ams-web.org/] and was also published in the July *AMS Quarterly*. Other key details for the congress can also be found at our website.

The director serves at the pleasure of the Executive Council (EC) of AMS and generally is eligible for reappointment when the new officer corps takes over every other year. He/she is primarily responsible for the World Marketing Congresses that AMS does jointly with a hosting school at some off-shore location every two odd-numbered years. These congresses typically draw 200 – 250 marketing scholars from about 35 countries and all of the continents (except Antarctica of course). About 80 percent of the participants are from areas other than the U.S. and Canada.

Formal requests for proposals are sent to groups who express interest and, after proposal evaluation, location and program and local arrangements leadership is recommended to the EC. When approved, I oversee the management of the program and local arrangements process, leaving the day-to-day work to those responsible. On-site during the congress I manage the registration process and help problem solve as necessary. I also work informally with other AMS conference leadership team members as requested. Further, I have been invited to attend all officers' meetings in non-voting status and do so.

Barry Babin, Immediate Past President, and I completed a very successful site visit trip to France this summer (27 August – 3 September). We met with **Jean-Philippe Ammeux**, the director and **Nicholas Paparoidamis**, **Ruben Chumpitaz**, the marketing chair, and **Monika Marin** from IESEG. The latter three individuals will be key conference leaders. IESEG is the business school in Lille, France where the ***2010 Cultural Perspectives in Marketing (CPM)*** will be held. All sessions will be at the school which is within easy walking distance of the conference hotels. Lille, the fourth largest metro area in France, is an exceptional location that is very easy to reach by air and high speed rail (Tgv). The latter trip is about one hour from Paris or Charles de Gaulle Airport. The central position of Lille makes it an ideal "jumping off" point for other destinations in Europe. **The proposed dates for this conference are 21-24 July 2010.**

We then drove south to Reims, France the location for the ***2011 World Marketing Congress (WMC)***. The town is easily reachable in less than an hour by high speed train (Tgv) from Paris or Charles de Gaulle Airport. We met with **Francois Bonvalet**, the dean, and **Adilson Borges**, the Auchan Chair and one of the program co-chairs. We also interacted with **Steven Charters**, the Champagne Chair and other key players from the Reims Management School (RMS). **Barry Babin** has agreed to serve as the North American Program Co-Chair and the remaining members of the program leadership team will be in place by the end of October of this year. Steve Charters has agreed to put together a special wine/champagne tour on the day before the congress. It will include vineyards, wine/champagne tasting, and interactions with growers, marketing and management people. Likely there will be limited space and a tour charge in addition to regular registration fees will be required. The paper sessions, plenary sessions and lunches will be at the school. Delegates will be lodged in four or five hotels located downtown in the historic area in the midst of many restaurants and shopping. We are currently planning to have the congress reception and banquet at the Pommery Champagne House in the city. A tour before the reception will also be part of the event. **The proposed dates for the congress are 1-4 September 2011.**

Should you be interested in being considered to be part of the tracks team or to review or participate in other ways in the conference for the 2010 CPM, please contact **Barry Babin** at bbabin@latech.edu or **Linda Ferrell**, Vice President for Programs, at lferrell@mgt.unm.edu. If your school is interested in hosting the 2012 CPM, contact Linda.

If you would like to be considered to be part of the tracks team or to review or participate in other ways in the 2011 WMC, please contact me at jay.lindquist@wmich.edu. If it is the 2013 WMC you would like to host also please touch base with me.

~ Jay D. Lindquist
AMS Director of International Programs
Jay.lindquist@wmich.edu
(616) 827-8553

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MARY KAY DOCTORAL DISSERTATION COMPETITION

Sponsored by
The Academy of Marketing Science

WINNER WILL RECEIVE $1,500 and a one-year membership in the Academy of Marketing Science, a runner-up will receive $500, and two honorable mentions will each receive $250.

DOCTORAL CANDIDATES in marketing who will defend, or individuals who have defended their dissertation during calendar years 2007 or 2008 are eligible for this competition. Dissertations considered for the award in a previous year are not eligible.

SUBMIT an electronic version of a dissertation abstract or paper no longer than 20 double-spaced pages, including appendices, tables, figures, and references.

CONTACT the chairs of this competition for additional information or submit an electronic copy of the abstract or paper no later than **December 31, 2008** to either co-chair:

Angela Hausman
Assistant Dean and MBA Director
School of Business
University of North Carolina – Pembroke
P.O. Box 1510
Pembroke, NC 28372
(910) 522-5712

Peter S. Whalen
Assistant Professor of Marketing
Daniels College of Business
University of Denver
2101 S. University Blvd.
Denver, CO 80208
(303) 871-2491
Peter.Whalen@du.edu

CALL FOR NOMINATIONS

Academy of Marketing Science 2009 Outstanding Marketing Teacher Awards

Nominations Due: **November 21, 2008**
Complete Award Application Materials from Nominees Due: December 12, 2008

Program Overview
The Academy of Marketing Science is dedicated to enhancing the professionalism of its members and the discipline of marketing as a whole. The AMS Outstanding Marketing Teacher program was initiated in 1999 to recognize and reward excellence in teaching and to provide a forum for outstanding teachers to share their classroom success with colleagues. The award program is sponsored by South-Western Publishing/Lamb-Hair-McDaniel.

Nomination Process
The program is open to all members of the Academy in good standing who have not received this award within the last ten years. Members may self-nominate or nominate other AMS members to vie for this distinguished award. To be considered, the Chair of the Selection Committee must receive all nominations no later than **November 21, 2008**. The nomination should consist of an email to the Chair that includes complete contact information for the nominee.

Submission Process
Nominees who wish to be reviewed for consideration for an AMS Outstanding Marketing Teacher Award must submit the following items electronically by email attachment to the Chair of the Selection Committee no later than **December 12, 2008**:

1. A statement of teaching philosophy (limited to one page).
2. A condensed curriculum vita (limited to two pages).
3. One or two current course syllabi.
4. Two letters of support from academic colleagues (please solicit these and send them along with the other submission items).
5. One letter of support from a candidate's department head, dean or equivalent (please solicit this and send it along with the other submission items).
6. Supporting evidence of teaching excellence (limited to four pages).

Evidence of outstanding teaching may include descriptions of teaching techniques, examples of creativity in the classroom, evidence of student learning and achievement, application of technology in the teaching environment, student evaluations of teaching performance, and letters of support from present or former students. However, nominees may submit any material (subject to the specified page limits) that they feel provides evidence of outstanding teaching. Long-term contributions to marketing education and teaching innovations that are transportable to other instructional settings or institutions will be weighed more heavily than other evidence of outstanding performance.
Nominees not selected as AMS Outstanding Marketing Teachers who wish to be considered the following year may re-use letters of support from academic colleagues one time in the year following the year in which the letter was originally written.

Review Process
A committee will review all application materials and select up to three individuals to honor at the AMS Annual Conference held May 20-23, 2009 at the Marriott Baltimore Waterfront in Baltimore, Maryland.
The committee will forward the names of those selected to the AMS Executive Committee for a vote to approve those selected. All applicants will be notified of the outcome of the review process by February 13, 2009.

Recognition
Recipients of the AMS Outstanding Marketing Teacher designation must agree to attend the 2009 AMS Annual Conference. They will:

1. Receive a framed certificate and official recognition at the AMS annual awards luncheon.
2. Make a 10-15 minute presentation on teaching philosophy or pedagogy in a special session at the conference along with the other award winners.
3. Publish a one-page abstract on teaching philosophy or pedagogy in the conference proceedings.

Send Nomination and Materials Electronically to the Selection Committee Chair:

Andrea L. Dixon, Ph.D.
University of Cincinnati
Email: andrea.dixon@uc.edu
Phone: (513) 556-7113

CALL FOR NOMINATIONS

2009 AMS "Harold Berkman Service" Award

The **AMS Harold Berkman Service Award** may be annually given to individuals who have distinguished themselves through long-term service to the Academy. The recipient will have demonstrated his/her accomplishments through their actions and statements, and will have at all times acted with integrity and high ethical standards. Those receiving the Harold Berkman Service Award will receive a framed certificate and official recognition at the 2009 AMS annual conference.

All AMS Fellows wishing to nominate someone for the 2009 Harold Berkman Service Award are asked to provide a brief statement (less than 100 words) describing what the individual has accomplished to be worthy of the AMS Harold Berkman Service Award. They also must indicate clearly if to their knowledge the person has "at all times acted with integrity and high ethical standards."

Please send your nomination dossiers by email to **Michel Laroche**, Chair of the Nominating and Selection Committee (Laroche@jmsb.concordia.ca) before **November 15, 2008.**

2009 AMS World Marketing Congress

Oslo, Norway

July 22 - 25, 2009

The Top Ten Reasons to Visit Oslo:

10. Oslo is one of the fastest growing European cities and boasts a first place ranking in the UN Human Development Index (based on literacy rates, education level, and per capita income).

9. There is never a dull moment in Oslo! With its many quirks, varied architecture, and diverse landscape, Oslo is truly a unique European city.

8. Get ready to shop! Oslo is the best place to get souvenirs in Norway. You can stroll by the stores in the Karl Johans Gate shopping district, pick up souvenirs at one of the city's many malls, or take a look at one of Oslo's many charming boutiques.

7. All of that shopping can work up an appetite, and there is no better place to eat than in Oslo. Many restaurants have begun to serve "New Scandinavian" cuisine, which is a fusion of traditional Norwegian meat or fish and sauces from other countries. Known for its fish, breads, and chocolate, you can't go wrong eating out in Oslo!

6. With an average July temperature of 71 degrees, Oslo's summer weather is simply ideal.

5. If you enjoy the outdoors, you'll love Oslo. Not only does the greater Oslo area boast beautiful Scandinavian forests, but the city itself has stunning beaches and an array of well-kept parks.

4. Perhaps the most striking part of the city is its varied architecture. The city streets are dotted with buildings both old and new, giving the city a uniqueness and charm.

3. Founded in 1049, Oslo has an extensive history. History buffs could visit Viking and history museums all week if they wanted to!

2. The public transportation is great in Oslo! The passes are inexpensive, and you can use them on the subway, bus, and tram.

1. Oslo is a true tourist's delight with its wealth of attractions. You can see Viking ships and the only remaining Viking helmet in the world, you can tour the beautiful opera house, go to museums, the Royal Palace, the Nobel Peace Center, and, perhaps the most popular tourist destination, the Akershus Castle and Fortress.

For more information, please visit:
www.visitoslo.com
www.ams-web.org

IN THE NEWS

Anne L. Balazs (Secretary/Treasurer of AMS) has been named Head of the Marketing Department at Eastern Michigan University. She was formerly Interim Dean at Mississippi University for Women.

Jean-Charles Chebat has been awarded the 2008 Best Reviewer Award for the *Journal of Retailing*. He was also awarded the 2008 Managing Service Quality Highly Commended Paper Award for the article titled "Beyond Delighting Shoppers: Introducing the Concept of Shopping Well-Being" co-authored by his Ph.D.student, **Kamel-El-Hedhli** and Professor **M. J. Sirgy** (Virginia Tech).

John B. Ford (President of AMS) was awarded one of the first Old Dominion University Doctoral Mentoring Awards given to the university doctoral faculty who have done the most effective jobs mentoring their students and preparing them to be active and successful members of their academic disciplines on May 6, 2008.

Christopher Lovelock of Yale University, **Jochen Wirtz** of the National University of Singapore, and **Patricia Chew** of the SIM University in Singapore recently published *Essentials of Services Marketing*. To order a review copy please visit http://www.pearsoned-asia.com/lovelockesm or e-mail Jochen at jochen@nus.edu.sg.

Nicolas Papadopoulos (Sprott School of Business, Carleton University, Ottawa, Canada) received the university's Davidson Dunton Research Award and the city-wide Capital Educators Award from the Ottawa Centre for Research and Innovation, and as of July 1 he has been named Chancellor's Professor. The latter distinction, awarded in recognition of "scholarly activities of outstanding merit", is held for the rest of the recipient's career at the university and is limited to about 3% of its professoriat. He is on the editorial boards of seven journals including the *Journal of the Academy of Marketing Science*. He is on sabbatical for 2008/09, following five years as his school's head of research, of which the last two as Associate Dean, and ten years as head of international business. His research focuses mostly on international expansion strategy, place images and branding, and free trade zones. In the last three years he has published several refereed journal and conference articles, a Canadianization of the Cateora and Graham *International Marketing* text (McGraw-Hill Ryerson), and three edited books.

DO YOU HAVE "IN THE NEWS" ITEMS TO REPORT?

Send your news to Theresa Flaherty at flahertb@jmu.edu for inclusion.

SCHOLARSHIP AND RESEARCH

2009 Annual Conference, Marriott Baltimore Waterfront

Baltimore, MD, USA – May 20 - 23, 2009
Deadline: **November 14, 2008**
Conference Theme – "Marketing for a Better World"

Conference Co-Chairs: **Michael R. Czinkota** (Georgetown University) and **Ilkka A. Ronkainen** (Georgetown University)

We are in the midst of what could be described as a Golden Age for both domestic and international marketing. Governments all over the world are embracing market liberalization in an effort to improve their economic competitiveness and their citizens' quality of life. We are witnessing the abolishment of state monopolies, the privatization of state-owned companies, the opening of national and regional economies towards the world market, and the ongoing introduction and enforcement of regulations aimed at the protection of competitive market conditions. As an agent of change, marketing has brought important benefits to nation-states, counties, firms, and individuals. It has served as a catalyst for social transformation and lifted entire regions out of poverty. The purpose of this conference is to define new key areas of exploration in the field and to further existing research. Consistent with a global approach to input, we seek substantial international involvement, in hopes of enriching the discipline through the viewpoint of scholars and practitioners around the world.

The 2009 conference will be held at the Marriott Baltimore Waterfront, a wonderful hotel in an outstanding location. For information on the many attractions that Baltimore has to offer, you can consult the Baltimore Bureau of Tourism at http://www.baltimore.org.

To participate, submit competitive papers (not abstracts) or special session proposals **electronically** to the appropriate track chair listed below. ***Important Note: It is against AMS policy to submit the same paper or special session proposal to multiple tracks.*** We look forward to seeing you and engaging in lively intellectual discussion and warm fellowship that are trademarks of the Academy of Marketing Science.

Michael R. Czinkota, Conference Co-Chair
McDonough School of Business
Georgetown University
Washington, D.C. 20057
Phone: (202) 687-4204
E-mail: czinkotm@georgetown.edu

Ilkka A. Ronkainen, Conference Co-Chair
McDonough School of Business
Georgetown University
Washington, D.C. 20057
Phone: (202) 687-3788
E-mail: ronkaii@georgetown

Program Tracks

Africa: Unlocking Corporate and Customer Value
This track invites papers and special session proposals that contribute to a better understanding of the African business context through both theoretical and empirical perspectives. In order to successfully utilize the opportunities offered by the vast and resource-rich continent of Africa, entrepreneurs must adapt their traditional strategies to reflect the unique circumstances of African markets. Topics include, but are not limited to, cultural influences in African markets, relationship marketing and customer relationship applications, better understanding African markets, consumer behavior, strategic management, and leadership. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Christo Boshoff
University of Stellenbosch
P/Sak X1 Matieland 7602
South Africa
Phone: +27 21 808 2735
E-mail: cboschoff@sun.ac.za

Adele Berndt
University of Johannesburg
Department of Marketing Management
Posbus 524
Auckland Park 2006
South Africa
Phone: +27 11 559 2455
E-mail: aberndt@uj.ac.za

Branding and Brand Management
This track invites papers and special session proposals addressing a wide selection of brand and branding management issues. Conceptual and empirical papers are welcome. Topics include, but are not limited to, brand architecture and orientation, brand equity, brand portfolio management, line management accountability, brand strategy, brand management issues in foreign versus local markets, patent and intellectual property management in global marketing, brand ethics, cross functional collaboration and the branding process, internal branding, brand value reporting, and the implications for business. Papers that develop new theory and issues with regard to global brand management are especially welcome. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Stephanie Slater
Cardiff Business School
Cardiff University
Aberconway Building
Colum Drive
Cardif CF10 3EU
Wales, UK
Phone: +44 (0) 29 2087 6949
Email: SlaterS@cf.ac.uk

Business-to-Business Marketing
This track invites papers and special session proposals that focus on all aspects of business-to-business marketing, relationship marketing, and organizational buying behavior. Both conceptual and empirical research papers are welcome, especially those that focus on the current and future challenges facing business marketers both domestically and globally and on the role of relationship marketing in exchange performance. Topics include, but are not limited to, CRM strategies; relationship development, execution, and termination; creating and delivering value; emerging technologies; sole sourcing; and outsourcing. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

H.–P. Sonnenborn
Institut fur Markt- und Produktstrategien
Ossecker Strase 174
D – 95030 Hof
Germany
Phone: +49 (0) 92 81/705951
E-mail: hps@institut-mp.de

Channel Activities and Processes
This track invites papers and special session proposals that focus on a broad range of issues in channels. Topics include, but are not limited to, multi-channel marketing strategies, integration of conventional and online channels; creating optimum channel mixes; enhancing channel productivity; global channel systems; marketing channels for services, retail, wholesale, and franchise channels; dealing with channel conflict; channel strategy and the creation of sustainable competitive advantage; using channel management to foster superior customer experiences; logistics and supply chain issues in channels; and providing channel leadership. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Bert Rosenbloom
LeBow College of Business
Drexel University
Philadelphia, PA 19104
Phone: (215) 895-6992
E-mail: rosenblb@drexel.edu

Consumer Behavior
This track invites papers and special session proposals that focus on purchasing and/or consumption by end-users. Topics include, but are not limited to, affect, mood, and emotion; explicit and implicit attitudes; social identity; self-concept and self-presentation; attachment, commitment, trust, and loyalty; consumer-marketer relationships; motivation, goals, and regulatory focus; conscious and deliberative information processing and reasoning; unconscious, automatic, and intuitive information processing; consumption and culture; consumer decision-making; organizational buying; technology and consumption; consumption value; post-consumption reactions and appraisals; measuring consumption outcomes; and design and aesthetic issues. Papers with cross-cultural elements are especially encouraged. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Claudiu Dimofte
McDonough School of Business
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Washington, D.C. 20057
Phone: (202) 687-6977
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E-mail: arnd.florack@zeppelin-university.de

Corporate Culture, Governance, Responsibility, and Ethics
This track invites papers and special session proposals that deal with topics related to corporate culture, corporate governance, social responsibility, and ethics. Conceptual as well as empirical papers are welcome. Innovative and forward-looking research projects are especially encouraged. Topics include, but are not limited to, drivers and impacts of corporate culture, enforcement of corporate culture in diverse national cultural environments, corporate social responsibility and organizational performance, corporate reputation, governance issues and their stakeholder implications, relevance of governance and social responsibility in emerging markets, cross-cultural issues of corporate governance and social responsibility, cultural issues of corporate citizenship behavior, the role of perceived ethical behavior on consumer affect or cognition, and CSR and branding strategies. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Margit Enke
Department of Marketing
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D-09599 Freiberg, Germany
Phone: +49 (3731) 39-2004
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Anja Geigenmueller
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Phone: +49 (3731) 39-3552
E-mail: anja.geigenmueller@bwl.tu-freiberg.de

Education Outreach, Teaching, and Learning
This track invites papers and special session proposals that deal with methods and approaches to marketing education practiced throughout the world and new paradigms that focus on superior value delivery in teaching. Topics include, but are not limited to, novel approaches to teaching, facilitated by technological advancements; interactions and practice; interactions with colleagues internationally; bridging teaching and research; and educational outreach. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Attila Yaprak
School of Business Administration
Wayne State University
Detroit, Michigan 48202
Phone: (313) 577-4842
E-mail: Attila.yaprak@wayne.edu

Green Marketing and Sustainability
This track invites papers that focus on social issues in marketing. Topics include, but are not limited to, issues dealing with consumer well-being, the effects of marketing on the environment, and how to establish marketing programs that can enhance the well-being of consumers while preserving the well-being of other stakeholders such as the environment, the local community, employees, and the general public. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

M. Joseph Sirgy
Virginia Polytechnic Institute and State University
Pamplin College of Business
2025 Pamplin Hall
Blacksburg, VA 24061-0236
Phone: (540) 231-5110
E-mail: sirgy@vt.edu

Expanding Marketing Outreach
This track invites papers and special session proposals that address newly emerging or long-ignored aspects of marketing. This includes areas need to

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be explored and cultivated by modern marketing theory and practice. Topics include, but are not limited to, lifestyle marketing, ethnic marketing, marketing of new luxuries, marketing of nations, the changing role of the Chief Marketing Officer, modern communications, and ineffective marketing. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Josh Samli
University of North Florida
4567 St. John's Bluff Rd. S.
Jacksonville, FL 32216
Phone: (904) 284-8354
E-mail: jsamli@unf.edu

Freedom, Economic Restructuring, and Quality of Life
This track invites papers and special session proposals that address the role of marketing as a key driver of social attitudes towards freedom under conditions of global economic restructuring. It is concerned with marketing externalities that affect, positively or negatively, views of marketing, individual freedom, and the free market process. Topics include, but are not limited to, aspects of social marketing, perceptions of free choice, interdependent preferences, coercive exchange, asymmetric market power, cross-cultural values and attitudes towards freedom, the interface between public policy and marketing, and the general responsibilities of marketing under today's conditions of simultaneous rapid economic development and de-industrialization. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Jim Slater
Birmingham Business School
University House
The University of Birmingham
Birmingham
B15 2TT
UK
Tel.: 44 121 414 6703
E-mail: j.r.slater@bham.ac.uk

Global and Cross-Cultural Marketing
This track invites papers and special session proposals on a broad range of international marketing issues. Topics include, but are not limited to, globalization, global branding, challenges facing multinational firms, internationalization and market selection, cross-cultural validation, international marketing strategies, cross-cultural customer segmentation practices, standardization/adaptation of the marketing mix across national markets, the effect of cultural values on marketing and vice-versa, import and export, international joint ventures and alliances, product-country image and country of origin effects, and the creation and adoption of innovation around the world. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Konstantinos Katsikeas
University of Leeds
Keyworth Building – Marketing Department
Leeds LS2 9JT, UK
Tel: (44113) 343-7018
E-mail: buscsk@leeds.uk

Marketing and Global Risk
This track invites papers and special session proposals that focus on various types of risks that confront firms doing both domestic and international marketing. Topics include, but are not limited to, the effect of terrorism on marketing, global uncertainty, risks in international marketing operations, threats to global supply chains, activism that targets specific products and brands, security threats in Internet-based marketing (including cyber terrorism), political risk, marketing and natural hazards, regulatory and compliance risk, shifting demographics, marketing in risky environments, risk in the new global security environment, responsibilities of multinational firms in failed states or states with undeveloped regulatory environments, risk assessment or risk management in marketing, and recovery marketing. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Gary Knight
Florida State University
College of Business
Tallahassee, FL 32306-1110
E-mail: gknight@cob.fsu.edu

Douglas Johansen
Florida State University
Department of Marketing
Tallahassee, FL 32306-1110
Phone: (850) 644-3869
E-mail: dlj06@fsu.edu

Marketing Research and Metrics
This track seeks papers and special session proposals that develop and apply methodologies to substantive marketing issues. Topics include, but are not limited to, qualitative and quantitative research issues, data analysis techniques, measurement, sampling, and graphical presentation of research findings. Simulation studies that help modify (or establish) rules of thumb for research decisions, expository papers on marketing applications of novel statistical methods, and other work that challenges conventional practices are especially welcome. ***Papers that are evaluated as outstanding will be considered for the William R. Darden Award for the Best Research Methodology Paper.*** Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Manfred Schwaiger
Manfred Schwaiger
Munich School of Management
Institute for Market-based Management (IMM) at Ludwig-Maximilians-University Munich
Kaulbachstr. 45
D-80539 Munich
Phone: +49 (89) 2180-5640
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D-80539 Munich
Phone: +49 (89) 2180-5634
E-mail: sarstedt@bwl.lmu.de

Marketing Strategy
This track invites papers and special session proposals that focus on a wide range of marketing management and strategy topics, particularly the key challenges of an increasing attention- and knowledge-based economy. Topics include, but are not limited to, strategic and organizational challenges of the marketing function (such as marketing's influence within the firm), managing knowledge of markets and customers, intellectual capital management and marketing performance metrics, strategies to stimulate customer's attention (such as managing and marketing the strategic value of corporate identity and reputation), learning from and with the customer, connecting corporate social responsibility and marketing strategy, the intersection of marketing and knowledge-based activities (such as marketing strategy and knowledge management, marketing strategy and technology, innovative ways to utilize new marketing channels, and important future issues facing marketing managers. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Stefan Guldenberg
Institut fur Entrepreneurship

Hochschule Liechtenstein
Furst-Franz-Josef-Strasse
9490 Vaduz
Liechtenstein
Phone : +423 265 12 80
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Tina Ambos
Wirtschaftsuniversität Wien,
International Marketing und Management
Augasse 2-6, A-1090 Vienna/Austria
Tel.: ++43-1-31336-4403
E-mail: tina.ambos@wu-wien.ac.at

Product Development
This track invites papers and special session proposals addressing the broad array of product issues in contemporary marketing. Topics, but are not limited to, product management, new product development and launch management, product design, product and service pricing, patent and intellectual property management, knowledge and intelligence management, innovation and technology management, adoption of new products and technologies, alliances and outsourcing, cross-functional teams, consumer and firm innovativeness, entrepreneurship, and creativity. Conceptual and empirical work using rigorous methodologies and theoretical perspectives are welcome. Papers using novel qualitative, quantitative, or hybrid methodologies and communications are especially encouraged. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Jeffrey B. Schmidt
University of Oklahoma
Michael F. Price College of Business
307 W. Brooks, Suite 1G
Norman, OK 73019-0450
Phone: (405) 325-5915
E-mail: jbs@ou.edu

Regina McNally
Michigan State University
Department of Supply Chain Management
N305 N Business Complex
East Lansing, MI 48824-1122
Phone: (517) 432-6378
E-mail: mcnallyr@msu.edu

Promotion and Communication
This track invites papers and special session proposals that focus on each of the key elements of the integrated marketing communication process. Topics include, but are not limited to, advertising, sales promotion, direct marketing, public relations and publicity, sponsorship, packaging, and related areas. Manuscripts covering online promotion and Web-based advertising are particularly encouraged. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Christopher Joiner
School of Management
George Mason University
4400 University Drive
Fairfax, VA 22030
Phone: (703) 993-4235
E-mail: cjoiner@gmu.edu

Selling and Sales Management
This track invites papers and special session proposals on a broad range of topics related to personal selling, sales management, and customer relationship management (CRM). Topics include, but are not limited to, creation and delivery of value to customers by the sales force, CRM technologies as an aid to the sales function, value of the sales leader, sales management metrics, key account management, knowledge-based selling, sales force strategy, performance assessment, managing cross-functional selling teams, relationship selling, emotional intelligence issues in selling, the impact of technology on compensation and other performance management issues, sales forecasting models/methods, and managing high-performance sales teams. **Top-rated papers in this track will have the opportunity to revise for publication in the *Journal of Personal Selling & Sales Management*.** Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

Penny M. Simpson
University of Texas -Pan American
1201 West University Drive
Edinburg, TX 78539-2999
Phone: (956) 381-2829
E-mail: pmsimpson@utpa.edu

John Cadogan
Loughborough University
Business School
Leicestershire, LE11 3TU, UK
Phone : (44150) 922-8846
E-mail: j.w.cadogan@lboro.ac.uk

Service Marketing and Retailing
This track invites papers and special session proposals covering a wide spectrum of service marketing and management issues, as well as issues in retailing. Topics of interest include, but are not limited to, the role of technology in service settings, e-services, customer loyalty and financial accountability of service initiatives, service recovery and guarantees, pricing of services and revenue management, customer and employee interactions, service employee performance, and human resource issues in service. Papers that develop new or expanded theory or that address novel research questions and issues are especially sought. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

K. Douglas Hoffman
Colorado States University
College of Business
1201 Campus Delivery
Fort Collins, CO 80523-1201
Phone: (970) 491-2791
E-mail: Doug.Hoffman@ColoState.edu

SCHOLARSHIP AND RESEARCH

Peggy Chaudhry
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Small Countries, Small Firms, Meet Global Marketing
This track invites papers and special session proposals that focus on the external and internal factors that support or hinder the global marketing success of small companies, especially those from small countries, as well as their future role in sustainable development for the future global economy and society. Topics include, but are not limited to, entrepreneurial innovation and new product development, regional and global economic integration, niche marketing, national and global macro environments, global supply chains, internal and external determinants for success, limited resources, internal strategic and operational capabilities, financing global growth, market entry strategies, strategic alliances, knowledge management, market selection approaches, sustainable development, born global, and local/regional branding. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

H. Ruediger Kaufmann
University of Nicosia
School of Business
46 Makedonitissas Avenue, PO Box 24005
1700 Nicosia
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Phone: 0035722841643
E-mail: Kaufmann.r@intercollege.ac.cy

B. J. Punnett
University of the West Indies, Cave Hill
Dept. of Management Studies
Cave Hill, Barbados
West Indies
E-mail: eureka@caribsurf.com

Supply Chain Management and Logistics
This track invites papers and special session proposals that address topics related to supply chain management. Conceptual and empirical papers are welcome. Topics include, but are not limited to, the sustainability of supply chain management in an era of climate change and global warming, value creation beyond judicial boundaries, ethical concerns in supply chain management, global supply chains, and supply chain networks over time and across cultures. Submit manuscripts and special session proposals by e-mail attachment no later than November 14, 2008 to:

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Proceedings Editor
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University of Houston – Clear Lake
School of Business
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Houston, TX 77058
Phone: (281) 283-3209
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Guidelines for Submitting Manuscripts and Special Session Proposals

All manuscripts and special session proposals are to be submitted by e-mail as attached "word.doc" files to the appropriate track chair. Manuscripts should follow the ***Journal of the Academy of Marketing Science*** style guidelines (found at http://www.jams.org). Papers **should not exceed 20 pages** in total length including all exhibits and references. On the cover, be sure to include the title of the paper, names and affiliations of each author and ***complete contact information*** for the corresponding author (surface mail address, e-mail address, fax, and phone number). ***Important note: It is against AMS policy to submit the same paper or special session proposal to multiple tracks.***

Manuscripts will be double blind reviewed. Please do not identify authors in the paper beyond the cover page. ***All authors of papers must be members in good standing of the Academy of Marketing Science at the time of the conference.*** **Upon acceptance,** the author(s) agree to: (a) release the copyright to the Academy of Marketing Science unless they choose to publish only an abstract; (b) return the manuscript in correct format in a timely fashion to the Proceedings Editor; and (c) have at least one author appear at the conference to present the paper. Any accepted manuscripts not presented at the conference **will not be published** in the AMS Proceedings.

It is ultimately the **authors' responsibility** to see that any paper accepted for publication is provided to the Proceedings Editor and your track chair on time and in the proper format. If you have not received an official confirmation that an accepted paper is in production by April 1, 2009, you should contact the proceedings editor immediately. All manuscripts accepted for publication must be submitted to the Proceedings Editor electronically via e-mail, formatted according to the 2009 *AMS Proceedings* style guidelines (which will be supplied to you upon acceptance), maintaining the 5-page limit for camera manuscripts. Each additional page is charged at $50.

Special session/panel proposals should be submitted by e-mail as attached "word.doc" files to the appropriate track chair. They should contain a 100-word bio of each speaker, a one-page description of the session, and a one-page description of each presentation. Special session/panel proposals will be reviewed, and those rated as highest quality and most in keeping with the conference theme will be accepted for presentation.

Summary of AMS Awards:

- Jane K. Fenyo Student Paper Competition – all student papers are eligible.
- M.Wayne Delozier Best Conference Paper – all papers are eligible.
- Stanley C. Hollander Best Retailing Paper Competition – all services and retailing papers are eligible.
- William R. Darden Award - Best Research Methodology Paper – papers from any track that demonstrate outstanding research methods are eligible.
- AMS Outstanding Marketing Teacher Awards Competition Sponsored by Cengage/Lamb-Hair-McDaniel.
- Mary Kay Doctoral Dissertation Award.
- Outstanding Selling and Sales Management Papers – invited for further review at *JPSSM*.

New Marketing Opportunities and Innovations in Asia-Pacific

Call for Papers: Special Issue, *Journal of Asia-Pacific Business*
Deadline: **March 15, 2009**

Guest Co-Editors: **Lyn S. Amine**, Saint Louis University, **Y. Henry Xie**, College of Charleston, and **Mike Chen-ho Chao**, Baruch College, CUNY

The *Journal of Asia-Pacific Business* provides a blend of cutting-edge knowledge and practical applications on business management and marketing strategy in a region that is experiencing rapid change and development. Much of this progress results from exciting marketing innovations. This Special Issue of JAPB addresses "New Marketing Opportunities and Innovations in Asia-Pacific" which will be of interest to academic professionals and corporate managers alike.

High-quality original research is sought that effectively links realities in Asia-Pacific markets to existing theories in International Marketing. Authors are encouraged to test applicability of theories developed on the basis of research in Western markets and reveal any limitations or shortcomings that require further theory development. Insightful discussion of conceptual issues and managerial practice is encouraged.

An illustrative (but non-exhaustive) list of appropriate topics includes:

1. Competitive marketing strategies used by small- and medium-sized companies (SMEs), state-owned companies (SOEs), and global corporations in Asia-Pacific
2. Issues relating to green marketing, corporate social responsibility, environmental protection, and sustainable development
3. Effects of globalization and anti-globalization trends in the region
4. Consumer segmentation or market clustering studies by country or region
5. Studies of post-modern or cross-cultural consumer behavior
6. Bottom of the pyramid consumer marketing
7. Cosmopolitanism, ethnocentrism, consumer animosity, COO effects
8. Country image management, brand management, reputation management
9. Entrepreneurship and internationalization of SMEs
10. Role of ethnic diasporas in marketing strategy and market development

Both quantitative studies and qualitative studies are acceptable but they MUST be theory-driven in their approach. Basic descriptive studies or industry profiles will not satisfy this requirement.

Papers for consideration for publication in this Special Issue should be submitted by email to Dr. Henry Xie at the address below by **March 15, 2009**. Papers should be 20-pages typed in double-space, with full citation of sources using the APA style. Papers should not have been previously published nor be under consideration elsewhere.
(See http://www.haworthpress.com/store/product.asp?sku=J098 "Instructions for Authors")

Y. Henry Xie, PhD
Guest Co-Editor, *Journal of Asia-Pacific Business*,
Department of Marketing and Supply Chain Management
School of Business and Economics,
College of Charleston
Charleston, SC 29424
Tel: (843)953-6658
Email address for inquiries and paper submissions: japbsi@gmail.com

Creating New Products and Services for and with the Base of the Pyramid

Call for Papers: Special Issue of the *Journal of Product Innovation Management*
Deadline: **March 31, 2009**

Guest Editor: **Cheryl Nakata** (University of Illinois-Chicago)

According to the World Bank, more than half the world's population lives on less than $2 a day. The greatest concentrations reside in developing countries—termed the "base of the pyramid" (BoP). Due to low incomes and other challenges, the BoP has largely been ignored by businesses. However, the market's immense scale and dearth of competitive offerings spell opportunity. Firms are starting to seize this opportunity by creating new products and services specifically for the BoP. Examples are Unilever, which developed an affordable disinfectant soap to prevent diarrheal disease in rural India; Nokia, which produced for illiterate Brazilians a cell phone with a speaking clock and iconic address book; and e-Choupal, an IT-based agricultural trading network for farmers to check crop prices directly and obtain fair market value on their harvests.

The aim of this special issue is to present research on and practices of innovating for and with the BoP, or BoP innovation. BoP innovation is a new frontier of product and service development, requiring businesses to re-consider traditional processes, strategies, finances, partnerships, research methods, organizational learning routines, and business objectives in innovation endeavors. Knowledge is thus emergent, as firms as diverse as P&G, Haier, and Vodafone rapidly evolve their approaches to create offerings for the very poor. This special issue covers but is not limited to the following topics:

- Best practices of BoP innovation
- Success factors for BoP innovation
- Critical distinctions and adaptations of BoP, over non-BoP, innovation processes
- Co-creation philosophies and practices for BoP innovation

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- Metrics for successful BoP innovations, e.g. the triple bottom line and mixed qualitative- quantitative measures
- Research methods to understand the BoP (e.g. action research, participatory rural appraisal, and BoP protocols) and integrate/apply findings to BoP innovation
- Unique conditions and characteristics of BoP markets and customers (e.g. unreliable electricity and low literacy) and ramifications for new product-service design
- Knowledge/learning transfers from BoP to non-BoP innovation, such as on scalability, contextualization, sustainability, radical technologies, environmental outcomes
- Approaches to strategic alliances and partnerships for BoP innovation, such as between private and public, or between for- and not-for-profit, organizations as well as between businesses and BoP communities
- Business, economic, and social transformations through BoP innovation

Papers by researchers and practitioners are encouraged, along with appropriate methods, whether conceptual or empirical, qualitative or quantitative. If empirical, case studies, ethnographies, surveys, depth interviews, experiments, hybrid methods, and other approaches are all welcomed. Papers should be no longer than 30 pages, double space, 12 point font, inclusive of references, tables, and figures, and follow the Journal of Product Innovation Management format.

The editor of the special issue is Cheryl Nakata in the Department of Managerial Studies, University of Illinois-Chicago, 601 S. Morgan (MC 243), Chicago, IL 60607. All submissions should be sent via email to cnakat1@uic.edu by **March 31, 2009**.

Time Allocation, Consumption, and Consumer Policy

Call for Papers: Special Issue, *Journal of Consumer Policy*
Deadline: **March 31, 2009**

Editor: **Lucia Reisch** (Copenhagen Business School)

Guest Editors: **Wencke Gwozdz** (Copenhagen Business School) and **Alfonso Sousa-Poza** (University of Hohenheim)

Surprisingly little academic attention has been given to shifting patterns in time use in the past few decades, despite dramatic changes in time use. Since the 1980s, working time has declined in OECD countries by more than seven hours per week for both men and women, and, although total work (i.e. both paid and unpaid) is quite similar between genders, there is a gender-specific composition of this total work: women reduced their housework substantially, yet men increased theirs only marginally. Reduced working hours have also gone hand-in-hand with increases in leisure time. Additionally, big changes in the structure and timing of activities have taken place, e.g., individuals do not have as much uninterrupted time for one sole activity as they used to have in the past. Such changes do not only affect the allocation of time, but also private consumption in many areas. This, in turn, means a challenge for consumer policy.

This special issue of the *Journal of Consumer Policy (JCP)* focuses on understanding the causes and implications of these changing patterns of time allocation and consumption – from both an academic and a policy perspective. Relevant questions that can be addressed within this special issue are, for example:

Consumer aspects:

- Do we get financially richer - yet “time poorer”?
- What does this mean for the individual consumer?
- What has caused these changes in time allocation?

Policy aspects:

- What are the implications for consumer policy? Do, e.g., the “time-poor” pay more?
- Have policy measures influenced the way we allocate our time?
- Which policy instruments are needed to cope with the changes in time allocation?

Other aspects:

- Is there gender-specific behaviour with regard to time allocation and consumption?
- How can persistent gender differences in time use be explained?
- What are the effects of mother’s time structures on their children’s consumption (e.g. children’s eating patterns, mass media consumption, etc.)?
- Does marketing / advertisements enhance gender differences in time use patterns?

The editors of this special issue welcome contributions reflecting different perspectives, methodological approaches, international and cross-cultural contexts. While empirical papers are strongly encouraged, theoretical and conceptual contributions which address issues arising from time consumption and wider aspects of the time use debate within consumer policy research are particularly welcome.

The papers for this special issue have to be submitted before **March 31, 2009**.

Further details for submission are available at the journal website: http://www.springerlink.com/content/100283/

Green Marketing in Business to Business Marketing and New Media

Call for Papers: Special Issue, *Journal of Systems and Information Technology (JoSIT)*
Deadline: **April 30, 2009**

Special Issue Editor: **Heikki Karjaluoto**

The special issue will focus on green marketing in the business-to-business context with a special emphasis on new media. Corporations often lack a uniform green marketing strategy, especially in the integration of various marketing communications instruments and new media. Green values are usually flashed in the corporate newsletters and public relations but are often nonexistent in other instruments such as personal selling. Given the pressure to pursue social responsibility strategies like green marketing, this topic clearly deserves fresh contributions in the form of both conceptual and empirical studies. It is also hypothesized that business-to-business customers are placing more emphasis on green values in their buying decisions, but as yet little empirical evidence concerning the success of green marketing arguments is available.

Target topics that are relevant to this special issue of JoSIT include but are not limited to:

- Green marketing and corporate social responsibility strategy
- Integrated marketing communications in the B2B sector
- The utilization of new electronic channels in B2B marcom
- The role of trade fairs and exhibitions in marcom
- The integration of personal selling to marcom
- Conceptualization of green marketing
- The measurement of green values among customers
- Scale development studies on green marketing values
- The impact of green values on buying decisions
- The role of green values in customer value creation
- Utilitarian values vs. green values in buying decisions
- Green IT and marketing communications
- New media and green marketing

Publication Guidelines: All papers will undergo a blind refereeing process by at least two referees.

Timeline:

Submission deadline: **April 30, 2009**
Reviews returned: June 30, 2009
Resubmission of papers: August 15, 2009
Final decision: August 31, 2009
Publication: Autumn 2009

All submissions must be original works which have not appeared elsewhere and which are not being considered for publication with another journal. As the reviewing process will be conducted anonymously, please do not include your name(s) on the submission. Contributors are encouraged to send their papers by email to:

Professor of Marketing, Heikki Karjaluoto
Guest Editor - Journal of Systems and Information Technology
Email: heikki.karjaluoto@econ.jyu.fi
School of Business and Economics
University of Jyväskylä
Finland

Further details for submission are available at the journal website: http://www.emeraldinsight.com/info/journals/jsit/jsit.jsp

Environmental Sustainability

Call for Papers: Special Issue, *Journal of Macromarketing*
Deadline: **May 1, 2009**

Special Issue Editor: **William E. Kilbourne**, Clemson University

Sustainability has been characterized as meeting the needs of the current generation without compromising the ability of future generations to meet their needs. Issues of environmental sustainability have only recently ascended to the top of the agenda for individuals, businesses, and local, national, and multi-national governmental organizations. Global warming has, for example, captured the attention of citizens world-wide. Because issues of sustainability are multi-dimensional and global, they must be viewed as the outcomes of complex adaptive systems. This is the macromarketing perspective of markets and society through which the institutions of a society evolve. While the economic institutions are of considerable importance to sustainability, equally important are the political, technological, and other institutions, and a thorough examination of sustainability requires consideration of the various systems of interrelationships.

This special issue is intended to encourage marketing scholars to expand their perspective from the individual to the larger institutional or system level of analysis. In addition, it is intended to bring together a diverse collection of ideas from other disciplines including political science, institutional economics, technological theory, and systems theorists from the physical sciences. The goal is to begin the discourse that will lead to the transformation of marketing processes resulting in a radical reduction of the environmental impact per unit of citizen and consumer well-being. Examples of topics encouraged include, but are not limited to:

Developing measures of sustainability through which progress also can be measured

- For countries
- For states and large geographic regions
- At the community level
- At the household level

Systemic consequences of marketing practices in the priority areas of

- Consumption – reduce, reuse, recycle
- Housing – sustainable architecture
- Food – sustainable agriculture
- Mobility – sustainable transportation of people and goods
- Sustainable communities - bioregionalism
- Production – from resource extraction to waste disposal or sustainable value chains

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- Quality of life and the environment

Sustainable technologies
- Appropriate technologies
- Technological mediation of nature
- Technological mediation of culture
- Technology transfer
- Technological bias against nature

Politics of sustainability
- Liberalism
- Freedom of choice
- Inequality across individuals and nations
- Speciesism
- Anthropocentrism
- Procedural neutrality

Economics of sustainability:
- Tragedy of the commons
- Pricing the environment
- Sustainable capitalism
- Steady state economics
- Limits to growth
- Growth, development, and the environment

Ethics of sustainability
- Limits of traditional ethical systems
- Does nature have rights?
- Intergenerational justice

These are intended as suggestions for topics, but any topic examining sustainability from a macromarketing perspective is welcome. Papers can be either empirical or conceptual, but they must maintain the Macro perspective to be considered.

Please send completed manuscripts in a Word attachment to Cliff Shultz, Editor of the *Journal of Macromarketing*: jmm.abg@asu.edu; or to William Kilbourne, Special Issue Editor: kilbour@clemson.edu. Manuscript format should adhere to the guidelines found on the *Journal*'s website: http://agb.east.asu.edu/jmm. For additional information contact the editor: William Kilbourne: kilbour@clemson.edu. Manuscripts must be received no later than **May 1, 2009.**

International Sports Marketing

Call for Papers: Special Issue, *Journal of Business & Industrial Marketing*
Deadline: **May 30, 2009**

Guest Editors: **Vanessa Ratten** and **Hamish Ratten**

Sport is an international business orientated industry. Sporting organizations offer a number of marketing campaigns to businesses and organizations in order to compete globally. An important part of the sport industry is retaining and attracting businesses and organizations (Farrelly and Quester, 2005). Sports clubs do this by offering a variety of different marketing ideas designed to attract different business demographics. It is vital for academics and practitioners in the sports industry to understand which business and industrial orientated factors are the most successful in encouraging business and organizational loyalty. The aim of this special journal issue is to understand in more detail the way business and industrial marketing works in the sports industry.

In the United States sport is the eleventh largest industry and impacts many other sectors such as technology and education (Danylchuk, Doherty, Nicholson and Stewart, 2008). Much of the marketing that occurs in the sport industry is business related as sports teams such as those in the NBA, NHL and MLB market their products and services to other businesses (Irwin, Zwick and Sutton, 1999). Likewise non-profit sporting organizations and universities market themselves to corporate sponsors. The way sporting companies and organizations utilize marketing strategies to businesses differs from the way they interact with the general public (Wolfe, Meenaghan and O'Sullivan, 2002).

Often the business and industrial marketing that occurs in sporting organizations revolves around international brand management and global networks (Olkkonen, 2001). International business-to-business marketing is an important part of the global economy (Johnston and Spekman, 1995). We hope the special journal issue will encourage debate on issues related to business and industrial marketing from diverse sporting industry contexts from around the world. Particularly interesting is the difference between business-to-business marketing in emerging and developed economies (Pels, Brodie and Johnston, 2004).

Papers from academics and practitioners in the sports field are sought. The special issue will examine how a company or organization in the sports industry or involved with sports markets its goods/services/ideas to another company or organization. Papers that take an interdisciplinary perspective in understanding business-to-business and industrial marketing in the sports industry are encouraged. Contributions to this special issue should present new theories or research about business and industrial marketing in the sports context. All types of research paradigms including case studies, qualitative and quantitative analysis, conceptual and empirical research are welcome. Examples of possible topics that will be examined in the special industry include:

- What the quality of business-to-business marketing is in the sports industry?
- How to plan business-to-business marketing in sports?
- What are international comparative examples of sports business-to-business marketing?
- How to market successfully in sports?
- What are the latest and most innovative business-to-business marketing practices in sports?
- What important insights into sports-based business-to-business marketing behavior are there?
- How does non-profit business-to-business marketing differ to profit business-to-business marketing in sports?
- What competition in sports does there exist between business-to-business marketing firms?
- What distribution channels are involved in selling sports related products and services to other businesses?
- What is the role of media distribution in sports?
- What does new product development between sporting organizations and other businesses contain?
- How to organize sports marketing for international growth?
- What types of relationship marketing exists in sports?
- How can you manage a successful salesforce in sports?
- What is the buying culture of sports related products?

Process for the submission of papers: Papers submitted must not have been published, accepted for publication, or presently be under consideration for publication. Submissions should be approximately 6,000 words in length. Submissions to the Journal of Business and Industrial Marketing must be made using the ScholarOne Manuscript Central system: http://mc.manuscriptcentral.com/jbim. A separate title page must be uploaded containing the title, author/s, and contact information for the author(s). For additional guidelines please see the "Notes for Contributors" from a recent issue of the Journal of Business and Industrial Marketing, or see the home page at www.emeraldinsight.com/jbim.htm. Suitable articles will be subjected to a double-blind review; hence authors should not identify themselves in the body of the paper.

Call for papers deadline: **May 30, 2009**

Please address questions about the special issue to:

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Further details for submission are available at the journal website: http://info.emeraldinsight.com/products/journals/call_for_papers.htm?id=660

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Muddling Through Processes and Outcomes since Lindblom

Call for Papers: Special Issue, *Journal of Business Research*
Deadline: **September 15, 2009**

Guest editors: **Tim Wilson** (Umea University, Sweden), **Wes Johnston** (Georgia State University, USA), **Brian Low** (University of Western Sydney, Australia)

During his research career, Charles E. Lindblom discovered a rationalization that has far reaching implications for marketing, international business and policy decisions of a political nature. That is, there was a need for trial and analysis of interim results in order to successfully complete processes – Lindblom's definition of scientific muddling or, as commonly referred to, just plain muddling. Incrementalism or disjointed incrementalism were added to the descriptions of the process in a reprise to his original article on its 20th anniversary (Lindblom, 1979).

The year 2009 will be the 50th anniversary of the seminal paper written by Lindblom. In that paper, he recognized an obvious fact that in formulating public policy, tendencies were not to use "rational-comprehensive" approaches but rather a "successive-limited comparison" practice. That is, as a practical matter it is quite impossible in complex problems to have clear objectives, explicit evaluations, comprehensive overviews and quantified values for mathematical analyses. Instead, value goals and empirical analyses are intertwined. This observation was a major advancement at that time. Fast forward to the 21st century where economies, industries, and markets are undergoing profound institutional, structural and policy transformation. The mix of environmental, business and political paradoxes and ambiguities makes it increasingly difficult for policy and business decision makers to develop clearly established goals formulate a set of alternatives and select the superior alternatives. Approaches, instead, tend to be remedial, serial and exploratory. The focus is on a firm knowledge of what they are moving toward (Braybrooke and Lindblom, 1963, 71 and 102). The "problem" is in fact a cluster of interlocking problems with interdependent

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The views expressed in the THOUGHTS AND COMMENTS column are those of respective contributors only and do not represent any official views of the Academy of Marketing Science.

Multi-level Marketing and Pyramid Schemes: Myth vs. Reality

In a recent issue of *AMS Quarterly* Michael Hyman stated that "basic economics and marketing reduce *all* (emphasis added) MLM [multi-level] schemes to pyramid schemes" (Hyman 2008, p. 14). Thus, all MLM companies, in his view, operate pyramid schemes which, of course, are illegal in most, if not all, countries. His evidence allegedly supporting this contention includes the same anecdotes used by the same MLM critics with nothing really new provided.

Myth or Reality?

In a recent article, Peterson and Albaum (2007) present the other side of the issue. While individual MLM companies at times may have operated in a manner that generated a pyramid scheme, this is no reason to indict a general method of distribution. These authors point out that technically MLM refers to a type of compensation structure wherein direct sellers or distributors earn income from their own sales and commissions from the sales made by individuals they have recruited into the MLM organization (Peterson and Albaum 2007, p. 318). Specifically:

1. Distributors purchase products for resale and earn a profit on sales to consumers.
2. Distributors are paid a commission on what they personally sell.
3. Distributors are paid a commission on the purchases made by individuals they have recruited to the MLM organization (i.e., the distributors' downline).

Briefly, then, MLM companies reward distributors for buying products or services, selling products or services, and recruiting other persons to buy and sell products or services. But, *no rewards are given for the simple act of recruiting in a legitimate MLM organization*. The rewards come from the sales made, and the consumption by, those recruited (Berry 1997, p. 76). It must be remembered that distributors are independent contractors as are those they recruit. Thus, each distributor essentially operates an independent entity. More detailed information on MLM compensation structures is found in Berry (1997, chapter 4) and Coughlan and Grayson (1998).

Interestingly, Hyman (2008) did not mention as evidence of illegal pyramiding the practice of distributors purchasing for their own use, for which those who recruited these distributors receive a commission for these purchases. This is the notion of *internal consumption*, which is formally defined as "the practice of an employee or other type of company representative purchasing products or services at a discount from list or regular market price from his or her employer (or other principal) for his or her own use or consumption" (Peterson and Albaum 2007, p. 320). Government regulators in the United States and the European Union are attempting to use internal consumption as prima facie evidence of an illegal pyramid scheme. China already is using internal consumption as a per se violation of its anti-pyramiding law (*Direct Selling News* 2006). As a matter of record, internal consumption is not limited to MLM companies. It exists in many industries in the form of employee discounts. For example, General Motors is currently undertaking a promotion wherein it extends employee discount pricing to all consumers (Strumpf 2008). Thus, if it is illegal for a salesperson to buy at a discount for his or her own consumption in multi-level marketing, then it should be illegal in all industries and types of businesses. It appears that the "villain" in MLM companies is the distributor who is receiving a commission from his or her recruits on what the recruits sell or consume themselves.

Hyman (2008, p. 14) asserts that a marketing maxim is *"every required marketing function must be performed by at least one member of the distribution channel from producer to end consumer.*" The implication of this statement is that MLM is bad because distributors promote, order, stock, and deliver products to their customers. Hyman further states that these functions are performed by producers, wholesalers, and retailers, who are compensated for their efforts. This is an erroneous interpretation for the so-called "principles of marketing." The proper interpretation is that all the functions must be performed by someone. It does not assert that more than one function cannot be performed by a single entity.

Hyman's illustration of the geometric progression *possibilities* in MLM, while theoretically correct, is not factual when it comes to specific companies. Most, if not all, legitimate MLM companies limit the number of levels in the organization so that a company never comes close to the theoretical extreme. For example, one MLM company that sells nutritional supplements has four levels in its downline system, and a company selling personal care products has six levels.

Hyman gives examples of the earnings potential for distributors by showing how little the "average" person can earn, less than $1,000. This implies that all distributors should be motivated to earn a lot of money. However, according to Neil Offen, President of the Direct Selling Association, there are many reasons why people become direct selling distributors, including but not limited to the desire to be a career seller, part-time permanent seller, short-term objective seller, social contact seeker seller, or internal consumption seller (cited in Roche 1995, pp. 106-107).

One critic of MLM has gone further and claims that 99.94 percent of participants in MLM firms lose money (Taylor 2005). The opposite view is expressed by Robinson (2006), who states that more than 50 percent of the participants in direct selling (including those in MLM systems) report making money. More recently, Seale (2007) points out that research by the Direct Selling Association indicates that it is a myth that the vast majority of distributors actually lose money. Once again, according to Neil Offen, the majority of distributors (including those in MLM) participate on a part-time basis, and mean gross income is about $14,500, with $2,500 being the median income (cited in Seale 2007, p. 22).

Hyman (2008, p. 14) cites Arbonne International as one of the seven top MLM companies whose mean annual payout to the bottom 99 percent of distributors is $380 while the mean payout to the top 0.22 percent of distributors is more than $200,000. This suggests that internal consumption may be motivating distributors in the first group. Arbonne management asserts the following: "We don't allow people to buy big packs or huge orders. If someone isn't moving their product to real people, we stop it dead in its tracks. And anyone who buys products can return them" (cited in Seale 2007, p. 21).

Test for Pyramiding

Are MLM organizations really disguised illegal pyramid schemes? Hyman (2008, p. 14) thinks so as he asserts the usual critiques that (1) profits come from recruiting people, not from selling products, (2) recruits often pay large up-front fees for sales kits, and (3) recruits are pressured into stockpiling large quantities of non-returnable inventory. Peterson and Albaum (2007, p. 319) point out that the test for whether a specific MLM is a pyramid scheme is quite simple and is based on asking four questions:

1. What is being sold—a product or service, or the *right* to sell a product or service?
2. Is the fee for becoming a distributor fair and reasonable, and what does a distributor receive for it from the MLM firm?
3. Is there inventory loading pressure?
4. Is there a provision for buyback of unsold products?

For legitimate MLM companies, the answers to these questions are: (1) products or services are sold; there is no payment for recruiting per se; (2) fees for joining the organization and sales kits are not excessive; (3) inventory loading is not practiced; and (4) unsold products are returnable.

Conclusions

In addition to the question of illegal pyramiding, MLM companies are alleged to be unethical due to misrepresenting earnings potential, pressuring friends and relatives to become distributors or purchase unneeded or unwanted products or services, and using deceptive recruiting tactics. However, the critics present no scientific or even empirical evidence to support such contentions.

Indeed, the term *multi-level marketing* itself seems to conjure bad thoughts in the minds of people. Peterson and Albaum (2007, p. 319) report that when asked about multi-level marketing, network marketing (another name for MLM), and direct selling, a sample of adult women reported that multi-level marketing was viewed as the least ethical business activity of the three. This type of belief may very well be due to the fact that most published material about MLM by scholars has been negative and has concentrated on illegal and unethical aspects. Hopefully, the present treatise presents the other side.

None of the critics have presented solid empirical evidence supporting their opinions and allegations. This does not mean that they do not exist in individual companies. As previously mentioned, it is important to separate unethical activities of individual MLM companies and distributors (who, it will be remembered, are independent contractors) from MLM as a method of distribution.

In conclusion, this note has been prepared to present the "other side" of multi-level marketing. There are ethical and potentially legal issues related to MLM that need to be addressed, and industry managers are aware of them (Chonko, Wotruba, and Loe 2002). The Direct Selling Association's Code of Ethics addresses many of these issues. Moreover, Hyman (2008, p. 15) suggests ways for MLM companies to not act deceptively.

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Who Needs a Second Life?

What if you could design a whole new body for yourself, perhaps with a shape and face that would make Angelina Jolie or Brad Pitt green with envy? Or, you could make yourself green as well. What if you could walk, fly, or even teleport at will – and for free – to enchanted realms

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where you could befriend others from around the world, and learn about any topic from Greek history to acid jazz? Many people are doing that while you're reading this – they create *avatars* that play, work and learn in virtual worlds like *Second Life*, *There.com* and even MTV's *Virtual Pimp My Ride*. These computer-mediated environments (CMEs) are perched on the tipping point of mainstream culture – when hit TV shows like *CSI:NY*, *Law & Order* and *The Office* all air recent episodes that take place in Second Life, we know something's up.

If a text-based chat room married a high-powered videogame, its offspring would look like a CME. These worlds allow anyone – rich or poor, ambulatory or disabled – to roam at will in a brightly colored, three-dimensional world offering stores, beaches, golf courses, bars, ski areas, high-rise office buildings, medieval role-playing regions, and yes, sex clubs and presidential campaign speeches.

Predictably, big corporations are starting to figure out how to market to us in virtual worlds (or at least to our avatars). But CMEs are not just about a new way to deliver ads. They also are a new horizon for educators, policymakers, and non-profits. Indeed, numerous universities already have a presence in Second Life, including the virtual Saint Joseph's University campus we have opened.

Unfortunately, we're encountering naysayers in first life – including some fellow educators who claim that CMEs are "only a fad" that can't substitute for good old-fashioned physical classrooms. It's not hard to remember similar comments about this new fad called the Internet only a decade ago. The research firm eMarketer estimates that 24% of the 34.3 million child and teen Internet users in the U.S. visit a virtual world at least once a month -- and 53% of them will do so by 2011. These critics may not be hanging out in places like *Second Life*, but at least half of their kids are – and most likely all of their grandchildren will. The grumblers also point out – and correctly – that when the inmates control the asylum the result inevitably mirrors what people create in the "meat world" such as pornography, gambling, vandalism and even terrorism. Yes, all is not innocence and light in these virtual worlds. But, unlike the real world it's possible to block access to undesirable neighborhoods and even easier to control who visits yours.

Warts and all, virtual worlds offer tremendous promises that far outweigh the pitfalls:

- *Efficiency and resource conservation*. IBM employees routinely conduct business in-world instead of traveling by plane. Think of the benefits both to the bottom line and to IBM's carbon footprint.
- *Scope of experiences.* It's one thing for students to watch a video about a polymer or about Polynesia, and quite another to walk around the cells or swim to an exotic island.
- *Go where the brave dare not go*. Boeing takes avatar passengers on a virtual plane ride; the plane catches fire in mid-flight so engineers can study how people react to an aviation crisis. The U.S. National Oceanic and Atmospheric Administration hosts an island where visitors stand on a beach to experience the effects of a tsunami. The Centers for Disease Control and Prevention educated kids about the importance of proper inoculations by unleashing a virtual flu virus on more than 10,000 young visitors to its island.
- *Access granted*. A new world opens for the physically or psychologically disabled. A wheelchair-bound person can walk – or fly – at will. A shy student who hides in the back of a lecture hall magically sprouts wings and challenges his professor's ideas. All can benefit from real-time access to others they would never encounter otherwise; students in Belgium can work on a group project with their peers in Baltimore, Bali, or both.
- *Pushing the envelope*. Today's students have access to amazing digital tools that let them stretch their intellectual and artistic muscles. A white pupil can decide that today he wants his avatar to look like a member of a minority group. He might learn a powerful real life lesson if other avatars treat him differently as a result.

We're experiencing the birth of an entirely new way to communicate – and to learn. The naysayers need to get a second life.

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Dr. Solomon's avatar inhabits Second Life under the name Wanna Revolution.

50 Years after Lindblom: Observations in Marketing and Marketing Education

Two recent observations that seemed quite unrelated really might have something in common and further, might relate to how we teach. First, in a recent article in *Business Week* Francesca Di Meglio (2008) made this observation. "Case studies, once considered the only way to train MBAs, are losing some of their street cred (sic). The latest challenge: computer simulations that allow students to run virtual companies. The games, now used by more than half of all B-schools, can last a couple of days or all semester. Students are assigned management roles and presented with a problem, then get to work. Professors track their every move and supply feedback. … Even Harvard, where the case study originated nearly 100 years ago, plans to unveil a new management simulation this spring. As Samuel Wood, a former Stanford B-school professor who markets his own simulations, says: 'You can read about bicycles. But you won't be a good cyclist until you start riding one.'" Second, there was this quote that introduced an electronic newsletter from the Small Business Association (Canfield, 2008). "As you begin to take action toward the fulfillment of your goals and dreams, you must realize that not every action will be perfect. Not every action will produce the desired result. Not every action will work. Making mistakes, getting it almost right, and experimenting to see what happens are all part of the process of eventually getting it right."

These observations bring to mind the work of Charles Lindblom that dates from 1959. The year 2009 will be the 50th anniversary of the seminal paper written then. In that paper (Lindblom, 1959), he recognized an obvious (to him) fact that in the formulating public policy, tendencies were not to use "rational-comprehensive" approaches but rather a "successive-limited comparison" practice. That is, as a practical matter, it is quite impossible in complex problems to have clear objectives, explicit evaluations, comprehensive overviews and quantified values for mathematical analyses. Instead, value goals and empirical analyses are intertwined. Lindblom went on to clarify and formalize his understanding of starting from an initial situation in which changes are made step-by-step in small increments; succeeding steps dependent upon the success of the one before. In various portions of the paper, this approach was called, successive limited comparisons, the branch method, incremental method (footnote 9 of the paper) and finally on the last page of the paper – "muddling through," the term that has become somewhat synonymous with his name.

So what does this assessment mean to education as the first quote might suggest in which Di Meglio (2008) appears to be suggesting that simulations hold some advantage over case studies? Lindblom assumed that decision-making and policy-making were synonymous (footnote 2 of the 1959 paper). Educators who use case studies in their courses will recognize that we tend to teach the rational-comprehensive approach in treating cases. Lindblom's (1959) observations would suggest that this approach inappropriate for realistic situations. In other words, simulations, with their sequential need for decisions, require a scientific muddling approach and thus are more appropriate.

Students tend to call this approach "trial and error," which frequently to them carries a connotation of a stumbling, bumbling process. To be sure, as Lindblom described the process, the term trial and error was used. That is, as the process was described in a sequel to the first paper on its 20th anniversary (Lindblom, 1979):

1. limitation of analysis to a few somewhat familiar policy (decision) alternatives;
2. an intertwining of analysis of policy (decision) goals and other values with the empirical aspects of the problem (or opportunity);
3. a greater analytical preoccupation with ills to be remedied than positive goals to be sought;
4. a sequence of trials, errors, and revised trials;
5. analysis that explores only some, not all of the important consequences of a considered alternative;
6. fragmentation of analytical work to many partisan participants in policy (decision) making.

Thus, although "errors" are mentioned, an attempt was made to minimize these errors. Analysis is done before a decision is made and the "best" decision is one that satisfies the stakeholders.

If an error is made, it is to think that "carefully planned big steps are ordinarily possible" as normally appears to be the situation in case study methodology. Instead, it is necessary to recognize that a sequential nature of decisions is common and important. Lindblom (1979) clearly was not an advocate of "ill-considered, often bumbling incompleteness in analysis" and "seat of the pants semi-strategies." He suggested that "Many critics of incrementalism (muddling through) believe that doing better usually means turning away from incrementalism. Incrementalists believe that for complex problem solving it usually means practicing incrementalism more skillfully and turning away from it only rarely." Secondly, it may be difficult, if not impossible, to anticipate all consequences and outcomes of decisions. This observation reflects a suggestion in a paper co-authored with Albert Hirschman shortly after the 1959 paper (Hirschman and Lindblom, 1962). It was noted. "… for successful problem solving, all agree it is most important that arrangements exist through which decision makers are sensitized and react promptly to newly emerging problems, imbalances and difficulties; this essential ability to react and to improvise readily and imaginatively can be stultified by an undue preoccupation with, and consequent pretense at, advance elimination of these problems and difficulties through 'integrated planning' (op. cit., 218)."

The quote by Canfield (2008) goes directly to the approach described in the 1959/1979 papers. In the 1962 Hirschman-Lindblom paper it was noted, "Snags, difficulties, and tensions cannot be avoided, but must on the contrary be utilized to propel the process further (op. cit., 222)." In other words, making mistakes, getting things almost right and experimenting are all part of the process of eventually achieving success. This process is the norm and not the exception as noted above by Canfield.

So what does this material and history have to do with present education? First, simulations generally deal with sequential decision making, which makes their use especially useful in business/marketing education if for no other reason than they teach that sequential decisions are a norm. Especially in those situations dealing with strategy formulation, an approach that introduces an appreciation for incrementalism appears appropriate. Secondly, if students are permitted to be exposed to "snags, difficulties, and tensions," the approach would appear to capture some of the practicalities and lessons of the real world.

Finally, one might ask if marketing processes in general are affected by Lindblom processes. We think they are and offer observations made through the lens of Lindblom here in Sweden with regard to after-sales service (Zackariasson and Wilson, 2004) and creative product development (Walfisz, Zackariasson and Wilson, 2006; Zackariasson, Walfisz, and Wilson, 2006). Further, it would appear that projects in general do not escape the "snags, difficulties, and tensions" of the real world (Hällgren and Wilson, 2008 and 2007). In short, we believe that in the anniversary of the 1959 paper Lindblom has a lot to say about what happens in marketing and how the subject is taught.

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Imitation as the Sincerest Form of Ignorance

The U.S. population is experiencing the ever-expanding quadrennial public displays of marketing profligacy, more commonly known as their presidential election. With campaigns now measured in months or years instead of weeks, absurdly bloated advertising budgets funded by tax deductible citizen donations (or the candidates' own deep pockets) leave no medium unused, nor is any message style overlooked. The journalistic herd covering the candidates moved away from covering the issues or campaign promises to follow the money, focusing on the marketing decisions of the campaign. Despite the journalists' general lack of knowledge or expertise on marketing theory and practice, most news stories and political commentaries focus on the candidates' marketing plans. Journalists uncritically report that the politicians do these things because the candidates know that "it works," though in reality, neither candidates nor reporters have any idea what actually works, other than what might be common practice.

For good or ill, in politics, business or as a legal witness, marketing expertise demands little more than a personal declaration of being an expert. And every adult in a free market society is a self-declared advertising expert after a lifetime of watching commercials. While true marketing experts realize that business decisions are more complex than those portrayed in Scott Adams' Dilbert comics, analysis of new problems is often overlooked when it is easier to just assume that wherever sales went up the advertisers did everything right. Or worse, they commit the logical error of division, treating every part of a successful campaign as itself capable of generating success if working alone.

The politicians trying to do anything or everything that might generate votes can be forgiven for not pausing to consider the actual value of some activities. Many commonly used political advertising tactics are, at best, a naive waste of money, though at worst they can be destructive or counter-productive. On a smaller scale, those seeking offices in state legislatures or even small-town city councils imitate what might be the worst of political advertising spotted on the national scene, hoping for similar success only to discover too late that they duplicated the national candidates' errors.

Sometimes, success could be in spite of bad decisions. For my youthful decades, one could never lose betting against the Chicago Cubs winning any baseball championship. The columnist Mike Royko explained it with reference to what he described as the team's model for success developed in 1945 when they last won their league championship. That year, all able-bodied men in the country were fighting World War II, so the Cubs put together the best athletes who were unfit for military service, in the extreme case including a pitcher who only had one hand. And as Royko put it, "They've tried to repeat the formula ever since."

Toward the end of Ronald Reagan's second term as U.S. President, a copywriter probably lamented his seemingly dead end assignment writing commercials to increase generic demand for California Raisins. In a stroke of either creative brilliance or luck, the writer hit upon an idea of having the anthropomorphic product singing a pop song with a seemingly relevant title, "I heard it through the grapevine," and someone sagaciously hired a high quality stop-action "claymation" studio for the visuals. The commercials were a popular hit, the copywriter's salary soared, the animators parlayed the job into other creative contracts, and the advertiser, if nothing else, might have made money on the sale of raisin dolls modeled on those shown in the commercials. Yet other advertisers who did not understand the success of the raisins flooded the air with imitations. A company selling entryway security used stop motion animated singing doors -- the commercials started by saying "Ladies and Gentlemen, presenting The Doors" -- while using neither popular music nor the sound of the defunct rock group with that name. To this day, advertising is awash with bad use of irrelevant pop music, anthropomorphic products *ad nauseam* (or just for nausea, with singing toilets) and claymation that lacks both the style and quality of the studio that handled the raisin account.

This historic example's long range impact on pragmatic decision myopia became self-evident over time. But one could easily generate a long list of current commercials that are little more than repetitions of basic themes commonly seen used, abused or misunderstood by even the market leaders: sexual appeals for beer brands perpetuating the "get legless and orgasmic" school of alcohol advertising; yelling retail car sales appealing to car shoppers who want a low price and are deaf; local store owners preening for the camera so local shoppers know the shops are run by buffoons; and charisma challenged sports figures mumbling through messages for products totally unrelated to their sports expertise.

Imitation is not the sincerest form of flattery, instead indicating a lack of thought by the imitator. Many businesses imitate what they see as expensive efforts by successful companies instead of conducting an analysis of what worked or why the company might have been a success. It is probably easy for an advertising executive to sell a non-idea by pointing to similar successes by other companies while failing to note that, absent an analysis of consumer decision making, the earlier success could have been just luck, a concatenation of fortunate events. It is easy to simply credit the small part of marketing tactics for the larger sales success, since generating true knowledge requires work while using expertise by the overall example of others is instantaneous.

A lot of ineffective advertising wastes money because it is created with the goal of imitating what other businesses are doing instead of first asking how or why consumers might buy a product. Companies are not doing these things because they know they work. At best, they hope that it might work, or they do it because everyone else is doing it.

Too often, no one asks how or if the marketing effort could help generate sales, or if others that got sales from similar efforts might have been just lucky. In modern reality, wisdom and insight are more reliable than luck.

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The Marketing of Marketing: Marketing Controversy

I just returned from AMA's Summer Educator's Conference. One of the things that excited me most was an invitation to a "Marketing Leadership Breakfast." It turned out that this was a fund raising initiative. Of course such initiatives are important but I was quite disappointed because I thought this would be an important session about the future of our discipline.

I have been involved in American marketing practice since 1954 and have been a marketing professor since 1961. Through my experience, research, and writing, I am qualified to raise some serious concerns about our discipline. I believe the marketing discipline is in trouble. It is being squeezed out and marginalized. I shall discuss three major observations. If you are as serious about marketing and as grateful to the discipline as I am, you will think about these issues seriously. I truly would like to start a "marketing leadership" group that deals with our discipline and its outreach.

Issue One: I just finished teaching an MBA course. Most of my students are working and many of them are either at the beginning of their careers or in middle management positions. We had numerous case studies in the course. I was literally shocked how the students tried to solve marketing problems by financial or managerial decisions. In other words, they did not have a clue that this is not a management or finance economy but it is a MARKET economy. During the past two decades we have had much merger mania. Marketing relies on competition but merger mania goes against competition. Thus, financiers became much more important than marketers. I am totally shocked about my management, finance and even economics colleagues' lack of marketing knowledge.

Issue Two: During the past two decades or so, instead of promoting, publicizing and developing further, marketing scholars made a major effort to redefine the discipline. The American Marketing Association did not help matters by coming out with definitions that have been widely criticized. Hence, there has not been a unifying effort to advance the discipline.

Issue Three: I do not want to upset some of my friends, but marketing is not a part of logistics. On the contrary, logistics, supply chain, or value chain, whichever, is part of marketing. Logistics or distribution management does not have much to do with marketing nations, tourism marketing, marketing of many services, and non-profit marketing. But the logistics groups are in for an inside power fight with marketing. They think that supply chain covers all aspects of marketing. This certainly is not helping the marketing discipline nor is it necessarily broadening logistics. The critical point is that the marketing discipline is being marginalized from both outside and inside. This is no way for a discipline to be led to greater maturity and more powerful outreach. Yes, this is a market economy but we in marketing should know that a market economy is based on communication. We must promote marketing more vigorously otherwise the discipline does not have a future.

What do we need to do? Certainly a Marketing Leadership committee organized by AMS must study the future of this very important discipline before it is too late. This committee of well-known marketing scholars should develop a major document discussing how marketing must be promoted. How can sophisticated marketing courses be developed? What needs to be done to decide how the business sector should be more informed about marketing and how to use this knowledge base strategically? If such a committee does not answer these essential questions I believe our discipline will be in serious trouble.

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Why Marketers Should Doubt Social Engineering

Social engineering commonly refers to the large-scale efforts of governments to mold their citizens' consumption of public goods and relations to society. Social engineering takes both a deontological and a teleological perspective; the assumption that certain moral rights must be honored regardless of consequences—for example, slavery is wrong—is clearly the former,

THOUGHTS AND COMMENTS

and the interest in shaping the future by working toward a set of predefined social goals is clearly the latter.

The broad goals of social engineering include addressing historical social inequities, redistributing wealth, fostering economic development, encouraging sustainable consumption, promoting healthier lifestyles, improving workplaces, enhancing national viability, and inspiring a more enlightened populace. Although such goals appear *de rigueur* for advanced societies, their achievement is often stymied by the devil in the details. Delaying morbidity from disease would seem to improve society irrefutably. Yet, the economic and societal benefits of *smoking cessation* campaigns will not be distributed evenly; they may improve longevity and quality of life for some people at the expense of higher insurance premiums and health-care-related taxes for other people (i.e., people who die suddenly rather than suffer prolonged end-of-life illnesses are less expensive to society). Fostering economic development seems uncontroversial until the wrong industries, technologies, or companies are supported. Think U.S. corn-based ethanol production—with its concomitant increase in food costs and greenhouse gases—and Europe's pricey Airbus consortium here.

Perhaps social engineering, if not enacted carefully by democratic states, would then be implemented haphazardly by private firms attempting to exploit today's seemingly normless culture. Although social welfare and environmental marketing—non-coercive methods to improve consumer behavior for society's betterment and to minimize planetary harm caused by consumption-related activities—may reflect this perspective to some extent, social engineering is a far more unpopular notion for at least three good reasons: (1) scary history, (2) often-unmet assumptions, and (3) paternalistic/anti-libertarian tendencies.

First, social engineering has been linked to coercive methods and grandiose but flawed schemes, such as eugenics and communism. Social engineering concepts served both Hitler's Germany and Stalin's Soviet Union. Understandably, people are skeptical about any approach with so checkered a past.

Second, social engineers make three important, but often unmet, assumptions: they understand the problem, they can develop an appropriate solution to it, and they can implement that solution. As affirmative action schemes and the invasion of Iraq in 2003 suggest, these assumptions may contain pitfalls that make the cure worse than the disease.

Third, social engineering smacks of paternalism and condescension. The sociopolitical events of the last century have led many people to doubt that the state and/or recognized authorities know what is best. People prefer to decide their own future because they want to feel in control of their destiny and believe that they are the best source for any decision about themselves. Other reasons for rejecting paternalism, which assumes people require occasional protection from their own choices, include restricting personal choices that shape lives and express values, and stigmatizing the *supposedly uninformed* by labeling them as immature or incompetent. The lower-income residents of Los Angeles should be insulted by local mandates to improve their health by banning fast food restaurants in their neighborhoods.

Depriving people of choices that provide them value and stigmatizing people for their supposedly bad choices is contrary to the basic tenets of free societies. Minimally regulated markets in which the known externalities are internalized (e.g., consequential health care costs, greenhouse gas production, shoreline despoilment) and a free people's collective wisdom in ultimately pursuing the right goals are likely to produce a far better future than the supposedly utopian future promised by social engineering. As fully recognized externalities are required by each perspective, the complexity of anticipating and properly pricing them is immaterial.

People may be poor predictors of their future and future happiness. Despite their beliefs to the contrary, people quickly return to their baseline level of happiness after an unexpected positive or negative event. The typical response of other people under similar circumstances is far more predictive of a person's future belief or behavior than any person-specific model. Nonetheless, to maximize society's total happiness, the popular consensus—reality television notwithstanding—should generally outperform the decisions of even the brightest government bureaucrats. As William F. Buckley famously said, "I would rather be governed by the first 2000 names in the Boston phone book than by the 2000 members of the faculty of Harvard University."

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SCHOLARSHIP AND RESEARCH

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solutions (Braybrooke and Lindblom, 1963, 54-55). In various portions of Lindblom's seminal paper (1959), he has called this approach limited comparisons, the branch method, incremental method, and finally "muddling through" on the last page of the paper.

As practitioners, the "best" decisions are the ones that satisfies the stakeholders, shaped by the politics of propriety and awareness, in situations that are circuitous, complex, subtle and idiosyncratic (Braybrooke and Lindblom, 1963, 81). Skilful incrementalism trumps attempts at formal completeness, which always lapse. A productive course of muddling tends to improve strategic approaches. As educators who use simulations in their upper level courses, we will need to recognize that although we tend to teach the rational-comprehensive approach to treating decision making cases, simulations with their sequential need for decisions will require a scientific muddling approach. The papers for the special issue will deal to a large extent where scientific muddling has been applied in business, marketing (B2B, B2C, C2C), strategy and policy situations. We welcome manuscripts that are theoretically well – grounded with empirical insights that demonstrate the applicability of Lindblom's treatise. Manuscripts should be submitted electronically on or before **September 15, 2009**, following the usual *Journal of Business Research* guidelines for authors to Tim Wilson (tim.wilson@usbe.umu.se).

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POSITION ANNOUNCEMENTS

POSITION ANNOUNCENENT

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Martha and Spencer Love School of Business
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To apply please email the following documents to hr@jbs.cam.ac.uk to arrive no later than **December 20 2008**.

- Completed application form.
- Curriculum vitae.
- Covering letter explaining your interest in the post.
- A one-page statement specifying research interests and future plans.
- Evidence of teaching performance.
- Equal Opportunities Monitoring Slip

Three references will be required, and applicants are asked to forward a copy of the reference request letter and of the Further Particulars to each of their referees, requesting that they send their reference direct to Anne Pollintine, HR Manager, to reach her by no later than **December 20 2008.**

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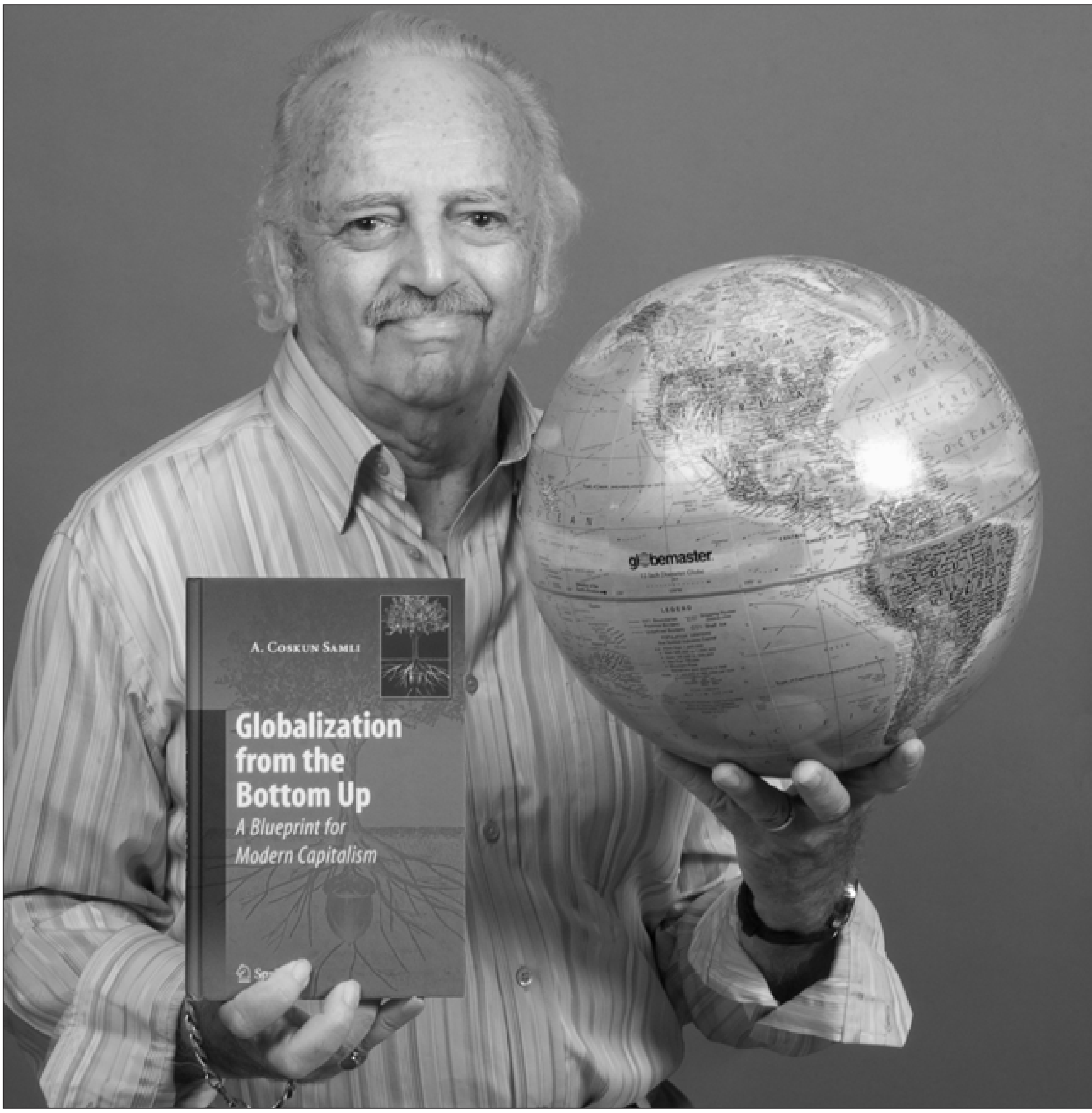

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