

## DAVID ALLAN SOBERMAN

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### EDUCATION

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- Ph.D. in Marketing, 1996  
University of Toronto, Toronto, Ontario.
- Master of Business Administration, 1983  
Queen's University, Kingston, Ontario.
- Bachelor of Science (Chemical Engineering), 1981  
Queen's University, Kingston, Ontario

### RESEARCH INTERESTS

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My research interests are in the application of economic models to explain marketing phenomena. My work is concentrated in three general areas:

1. To better understand how the availability and use of market-level information by organizations affects both organization strategies (with emphasis on advertising, product-line and pricing) and performance.
2. To better understand the complexity of relationships within vertical channels with emphasis on the incentives and contracts that are used to coordinate relations between manufacturers, retailers and end-consumers.
3. To better understand how firms compete in heterogeneous markets with specific emphasis on how the decisions of marketing managers affect the evolution of competition.

### PUBLICATIONS IN REFEREED JOURNALS

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1. Soberman, David (2022), "Business Expansion Through Acquisition," *Customer Needs and Solutions*, Vol. 9, 74-94.
2. Iyer, Ganesh, Vivek Nandur, David Soberman (2022), "Vaccine Hesitancy and Monetary Incentives," *Humanities and Social Sciences Communications*, Vol. 9, No. 1, 81-90.
3. Pazgal, Amit, David A. Soberman and Raphael Thomadsen (2022), "Consumer Informedness: A Key Driver of Differentiation," *Journal of Economics and Management Strategy*, Vol. 31, No. 2, 356-368.
4. Xiang, Yi, David Soberman and Hubert Gatignon (2022), "The Effect of Marketing Breadth and Competitive Spread on Category Growth," *Production and Operations Management*, Vol. 31, No. 2, 622-644.

5. Xiang, Yi and David Soberman (2022), "Designing the Content of Advertising in a Differentiated Market," *International Journal of Research in Marketing*, Vol. 39, No. 1, 190-211.
6. Lin, Yuanfang, Amit Pazgal and David Soberman (2021), "Who is the Winner in an Industry of Innovation," *International Journal of Research in Marketing*, Vol. 38, No. 1, 50-69.
  - IJRM Editors' Choice Article for 2021
7. Iyer, Ganesh K. and David A. Soberman (2016), "Socially Responsibility and Product Innovation." *Marketing Science*, Vol. 35, No. 5, 727-742.
8. Pazgal, Amit, David A. Soberman and Raphael Thomadsen (2016) "Profit-Increasing Asymmetric Entry," *International Journal of Research in Marketing*, Vol. 33, No. 1, 107-122.
9. Pazgal, Amit, David A. Soberman and Raphael Thomadsen (2016) "Maximal or Minimal Differentiation in a Hotelling market? A Fresh Perspective," *Customer Needs and Solutions*, Vol. 3, No. 1, 42-47.
10. Autrey, Romana, Francesco Bova and David Soberman (2015), "When Gray is Good: Gray Markets and Market-Creating Investments," *Production and Operations Management*, Vol. 24, No. 4, 547-559.
11. Autrey, Romana, Francesco Bova and David Soberman (2014), "Organizational Structure and Gray Markets," *Marketing Science*, Vol. 33, No. 6, 849-870.
  - Profiled in "Gray Markets", The Daily Sabbatical, *Forbes India Magazine*, April 16, 2012 and in "Dissolving Borders", Executive Briefing, *Economist Intelligence Unit*, May 24, 2012.
12. Xiang, Yi and David A. Soberman (2014) "Consumer Favorites and the Design of News," *Management Science*, Vol. 60, No. 1, 188-205.
13. Pazgal, Amit, David A. Soberman and Raphael Thomadsen (2013), "Profit-Increasing Consumer Exit," *Marketing Science*, Vol. 32, No. 6, 998-1008.
14. Banerjee, Sumitro and David A. Soberman (2013), "Product development capability and marketing strategy for new durable products," *International Journal of Research in Marketing*, Vol. 30, No. 3, 276-291.
15. Gordon, Brett R., Mitchell Lovett, Ron Shachar, Kevin Arceneaux, Sridhar Moorthy, Michael Peress, Akshay Rao, Subrata Sen, David Soberman and Oleg Urminsky (2012), "Marketing and Politics: Models, Behavior, and Policy Implications," *Marketing Letters*, Vol. 23, No. 2, 391-403.
16. Desai, Preyas, David Bell, Gary Lilien and David Soberman (2012), "Editorial: The Science-to-Practice Initiative: Getting New Marketing Science Thinking into the Real World," *Marketing Science*, Vol. 31, No. 1, 1-3.
17. Xiang, Yi and David A. Soberman (2011), "Preview Provision under Competition." *Marketing Science*, Vol. 30, No 1, 149-169.
18. Hunter, Mark and David A. Soberman (2010), "The Equalizer: Measuring and Explaining the Impact of Online Communities on Consumer Markets," *Corporate Reputation Review*, Vol. 13, No. 4, 225-247.
19. Kalra, Ajay and David A. Soberman (2010), "The Forgotten Side of Marketing," *Journal of Brand Management*, Vol. 17, No. 1, 301-314.
20. Coughlan, Anne T., S. Chan Choi, Wujin Chu, Preyas Desai, Charles A. Ingene, K. Sridhar Moorthy, V. Padmanabhan, Jagmohan S. Raju, David A. Soberman, Richard Staelin and Z. John Zhang (2010), "Marketing Modeling Reality and The Realities of Marketing Modeling," *Marketing Letters*, Vol. 21, No. 3, 317-333.

21. Soberman, David A. (2009), "Marketing Agencies, Media Experts and Sales Agents: Helping Competitive Firms Improve the Effectiveness of Marketing." *International Journal of Research in Marketing*, Vol. 26, No. 1, 21-33.
22. Pazgal, Amit and David A. Soberman (2008), "Behavior-Based Discrimination: Is it a winning play and if so when?" *Marketing Science*, Vol. 27, No. 6, 977-994.
23. Kalra, Ajay and David A. Soberman (2008), "The Curse of Competitiveness – How Advice from Experienced Colleagues and Training Can Hurt Marketing Profitability," *Journal of Marketing*, Vol. 72, No. 3, 32-47.
  - Selected as featured article on JM website for May 2008 issue.
24. Soberman, David A. and Loïc Sadoulet (2007), "Campaign Spending Limits and Political Advertising," *Management Science*, Vol. 53, No. 10, 1521-1532.
  - Lead and featured article in the October 2007 issue.
25. Soberman, David A. and Philip Parker (2006), "The Economics of Quality-Equivalent Store Brands," *International Journal of Research in Marketing*, Vol. 23, No. 2, 125-139.
  - Winner of the 2006 Best Paper Award in the International Journal of Research in Marketing.
  - Reprinted in *Advertising Express* (Winter 2005), Institute of Chartered Financial Analysts of India University, Hyderabad, India.
26. Christen, Markus, Ganesh K. Iyer and David A. Soberman (2006), "Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory," *Journal of Marketing*, Vol. 70, No. 1, 137-150.
  - Profiled in McFarlin, D.B. (2006), "Hard Day's Work: A Boon for Performance but a Bane for Satisfaction," Research Briefs in the *Academy of Management Perspectives*, Vol. 20, No. 4, 115-116.
27. Iyer, Ganesh K., David A. Soberman and J. Miguel Villas-Boas (2005), "The Targeting of Advertising," *Marketing Science*, Vol. 24, No. 3, 461-476.
  - Finalist for the John D.C. Little Best Paper Award (Best Marketing Paper in an INFORMS journal during 2005).
  - Finalist for the I.S.M.S. Long Term Impact Award in 2012, 2014 and 2015
28. Coughlan, Anne and David A. Soberman (2005), "Strategic segmentation using outlet malls," *International Journal of Research in Marketing*, Vol. 22, No. 1, 61–86.
29. Soberman, David A. (2005), "Questioning Conventional Wisdom about Competition in Differentiated Markets," *Quantitative Marketing and Economics*, Vol. 3, No. 1, 41-70.
30. Soberman, David A. and Hubert Gatignon (2005), "Research Issues at the Boundary of Competitive Dynamics and Market Evolution," *Marketing Science*, Vol. 24, No. 1, 165-174.
31. Soberman, David A. (2005), "The Complexity of Media Planning Today," *Journal of Brand Management*, Vol. 12, No. 6, 420-429.
32. Soberman, David A. (2004), "Research Note: Additional Learning and Implications on the Role of Informative Advertising," *Management Science*, Vol. 50, No. 12, 1744-1750.
33. Soberman, David A. and Philip Parker (2004), "Private Labels: Psychological Versioning of Typical Consumer Products," *International Journal of Industrial Organization*, Vol. 22, 849-861.
  - Mentioned in "The HBR List: Breakthrough Ideas for 2006," *Harvard Business Review*, February 2006, 1-28.
34. Soberman, David A. (2003), "Simultaneous Signalling and Screening with Warranties," *Journal of Marketing Research*, Vol. 40 (May), 176-209.

35. Soberman, David A. (2003), "The Role of Differentiation in Markets Driven by Advertising," *California Management Review*, Vol. 45, No. 3 (spring), 1-17.
36. Iyer, Ganesh K. and David A. Soberman (2000), "Markets for Product Modification Information," *Marketing Science*, Vol. 19, No. 3, 203-225.
  - Lead article and winner of the John D.C. Little Best Paper Award (Best Marketing Paper in an INFORMS journal during 2000).

## BOOK CHAPTERS OR SECTIONS

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37. Soberman, David A. (2013), "Advertising", "Market Research" and "Trade Mark," contributor of articles in *The Palgrave Encyclopedia of Strategic Management*, Palgrave Macmillan, London.
38. Soberman, David A. (2012), "The Challenge of Today's Marketing Environment" in *Flux: the Evolving Role of the Brand Manager*, D. Soberman and D.Soman (eds.) University of Toronto Press, Toronto, 5-29.
39. Gatignon, Hubert and David A. Soberman (2002), "Competitive Response and Market Evolution", Chapter 6 in the *Handbook of Marketing* eds. Barton A. Weitz, Robin Wensley and Rosemary Nixon, Sage Publications, London, 126-147.

## BOOK EDITORSHIP

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40. Soberman, David and Dilip Soman (co-editors), (2012), *Flux: the Evolving Role of the Brand Manager*, University of Toronto Press, Toronto.

## MANAGERIAL PUBLICATIONS

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41. Soberman, David (2023), "First Target, then Nordstrom — why do big retailers keep failing in Canada?" *The Conversation*, March 30 , <https://theconversation.com/first-target-then-nordstrom-why-do-big-retailers-keep-failing-in-canada-202701>
42. Soberman, David (2018), "Are we really ready for privatized pot sales?" *The Conversation*, September 25, <http://theconversation.com/are-we-really-ready-for-privatized-pot-sales-103373>
43. Lynch, Kevin, Tiff Macklem and David Soberman (2016), "More companies should embrace 'Brand Canada'," *Globe and Mail*, March 12, B4.
44. D'Cruz, Joseph and David A. Soberman (2009), "Shoring up executive education," *National Post*, Vol. 11, No. 260 (Tuesday September 5), FP5.
45. Soberman, David A. (2004), "Marketers set their sights on consumers," from the FT Summer School, *Financial Times*, Wednesday August 11, 7.
  - Reprinted in the Online Study Guide for Solomon, Michael, Gary Bamossy and Soren Askegaard (2001), *Consumer Behaviour: A European Perspective*, Second Edition, Prentice-Hall, London.
46. Soberman, David A. (1999), "It's a whole new ball game," *European Management Journal*, Vol. 17, No. 3 (June), 290-295.
  - Profiled in "for management", FT Mastering Management Review, No. 25 (July 1999), 42-43.
47. Soberman, David A. (1998), "Into the upside-down age," from the Mastering Marketing Series, *Financial Times*, Monday November 9, 2-3.

- Reprinted in *Financial Times Mastering Marketing* (London: Pearson Education, 1999), 265-268 and in France as “Retournement de tendances”, in *L'Art de Marketing, Les Echos*, June 25-26, 1999.
48. Soberman, David A. (1998), “Information overload and the new dealers in data,” from the *Mastering Marketing Series, Financial Times*, Monday November 2, 7-8.
- Reprinted in *Financial Times Mastering Marketing* (London: Pearson Education, 1999), 247-253 and in France as “Surinformation et nouveaux marchands de données”, in *L'Art de Marketing, Les Echos*, June 11-12, 1999.

## **SUBMITTED PAPERS IN THE FIRST ROUND**

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49. Pazgal, Amit, David A. Soberman and Raphael Thomadsen, “Media as a Basis for Differentiation in Markets with Customer Heterogeneity.” Under review at *Marketing Science*.
50. Elitzur, Ramy, Noam Katz, David Soberman and Peri Muttath, “Can Machine Learning Help Creators in Reward-Based Crowdfunding?” Under review at *Research Policy*.
51. Elitzur, Ramy, Peri Muttath and David Soberman, “Crowdfunding and too much choice: A recipe for disaster.” Under review at the *Journal of Consumer Research*.
52. Foroughifar, Mohsen and David Soberman, “Managing the *Buzz* about New Products” Under review at the *Journal of Marketing Research*.
53. Banerjee, Sumitro and David A. Soberman, “Competitive Preannouncement in a Context of Two-Sided Information Asymmetry.” In preparation for resubmission to *Management Science*.

## **WORK IN PROGRESS**

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1. Chick, Stephen, Scott Hawkins and David Soberman, “What happens when people have more information to make healthcare coverage choices?” In preparation for submission to *Frontiers in Psychology*.
2. Banerjee, Sumitro and David A. Soberman, “Patent assertion, defence and the proliferation of lawsuits.” In preparation for submission to the *Journal of Competition Law and Economics*.
3. Pazgal, Amit, David A. Soberman and Raphael Thomadsen, “A Different Explanation for Why Advertising is Devoid of Prices.” In preparation for submission to *Management Science*.
4. Lin, Yuanfang, Amit Pazgal and David Soberman (2021), “Innovation Strategies in Markets segmented by traditional and new customers,” In preparation for submission to *Marketing Science*.
5. Banerjee, Sumitro and David A. Soberman, ““User-friendliness as An Element Of Product Design.” Being prepared for submission to *Management Science*.
6. Aggarwal, Pankaj, Boris Babic and David Soberman, “Monte Hall Meets Borat: How AI Influences Decision Making,” work in progress.
7. Waiser, Robert and David Soberman, ““Paying for effort not luck: When should firms use compensation plan decelerators?” work in progress.
8. Christen, Markus and David Soberman, “Market Research with Informative Exit: When, where and how?” Under preparation for submission to the *International Journal of Research in Marketing*.

## OTHER PUBLICATIONS

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1. Soberman, D.A. (1986), "The U.S. will not honor free trade deal, author warns," from the Monday Forum, *Toronto Star*, Monday August 2, B1.

## RECENT MEDIA MENTIONS

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- Kelly, Bill (2022), "CCM will stop using Ovechkin globally," *The Billy Kelly Show*, CHML, Hamilton, March 2, <https://globalnews.ca/pages/audio-vault-chml/>
- Moore, John (2022), "The Impact of the CP Rail work stoppage," *Moore in the Morning*, Newstalk 1010, Toronto, March 21, <https://omny.fm/shows/newstalk1010/david-soberman-with-john-moore-2>
- Lorinc, Jacob (2022), "Canadian Tire is spending \$3.4 billion to finally fix its online ordering system. Will it work?" *Toronto Star*, Business, April 2, <https://www.thestar.com/business/2022/04/02/canadian-tire-is-spending-34-billion-to-finally-fix-its-online-ordering-system-will-it-work.html>
- Cutara, Kelly (2022), "Whoppers, Pixels and the letter Z," *The Kelly Cutara Show*, 640 News, Toronto, April 7, <https://omny.fm/shows/kelly-cutrara/whoppers-pixels-and-the-letter-z>
- Saba, Rosa (2022), "The Faceoff: Both Toronto-Dominion Bank vs. Bank of Nova Scotia did well during the pandemic, investments outside Canada will make the difference in their performance," *Toronto Star*, Business, April 9, <https://www.thestar.com/business/2022/04/09/the-faceoff-both-toronto-dominion-bank-vs-bank-of-nova-scotia-performed-well-during-the-pandemic-investments-outside-canada-will-make-the-difference-in-their-performance.html>
- Bolduc, Michel (2022), "Élection en Ontario : le NPD et les verts promettent de limiter le prix des billets," Radio Canada, Politique Provinciale, April 12, <https://ici.radio-canada.ca/nouvelle/1874884/billets-concerts-sports-plafond-prix-ontario-elections>
- Fedoruk, Larry (2022), "Elon Musk wants to buy Twitter," *The Mike Farwell Show*, CityNews 570, Kitchener, April 18, <https://kitchener.citynews.ca/all-audio/the-mike-farwell-show/monday-april-18th-2022-5273632>
- Ménard, Isabelle (2022), "David Soberman sur l'achat de Twitter par Elon Musk," Dans la mosaïque, Radio Canada Première, Toronto, April 26, <https://ici.radio-canada.ca/ohdio/premiere/emissions/dans-la-mosaique/episodes/623690/rattrapage-du-mardi-26-avril-2022/1>
- Bresge, Adina (2022), "Elon Musk's Twitter bid may push marginalized voices off the platform: experts," *Toronto Star* (Canadian Press), April 30, <https://www.thestar.com/life/2022/04/30/elon-musks-twitter-bid-may-push-marginalized-voices-off-the-platform-experts.html>
- Watson, H.G. (2022), "The Big Business of Sobriety," *Canadian Business*, May 9, <https://www.canadianbusiness.com/ideas/non-alcoholic-spirits-drinks-sober-curious-canada/>
- Haddad, Nicolas (2022), "Le point sur l'industrie cannabis à Toronto," *Y a pas deux matins pareils*, Radio Canada, May 10, <https://ici.radio-canada.ca/ohdio/premiere/emissions/y-a-pas-deux-matins-pareils/episodes/626695/rattrapage-du-mardi-10-mai-2022>
- Campbell, Morganne (2022), "Havelock Jamboree ticketholders demand refunds, file complaints due to lack of info on 2022 event," Global News, Entertainment, May 30, <https://globalnews.ca/news/8880343/havelock-jamboree-ticketholders-demands-2022/>
- Urquhart, Mia (2022), "N.B. tourism contest targets 'gone-aways' with promise of free holiday back home," CBC News, May 31, <https://www.cbc.ca/news/canada/new-brunswick/tourism-campaign-targets-former-nbers-1.6471243>
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- Znaimer, Libby (2022), “The Rights to Naming Rights,” *Zoomer Radio 740 AM*, Toronto, June 26, <https://zoomerradio.ca/podcasts/zoomer-week-in-review-podcast/june-26-2022-the-rights-to-naming-rights-pets-as-family/>
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- Lorinc, Jacob (2022), “Freshii’s ‘virtual cashiers’ make \$3.75 an hour and have been called ‘outrageous’ — now the chain’s founder wants to go global,” *Toronto Star*, *Business*, July 8, <https://www.thestar.com/business/2022/07/08/percy-the-virtual-cashier-founders-shrug-off-critics-and-plan-to-grow-start-up-into-a-multinational-company.html>
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- Gooderham, Mary (2022), "'Fast beauty' brand Upper Canada Soap pivoted to skincare and wellness, supercharging global sales in the process," *Globe and Mail*, Business, September 27, <https://www.theglobeandmail.com/business/article-how-this-fast-beauty-company-found-growth-beyond-soap-and-supercharged/>
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  - Yousif, Nadine (2022), “Canadian discount store Zellers hopes to lure shoppers with nostalgia,” BBC News, US & Canada, December 15, <https://www.bbc.com/news/world-us-canada-63924365>
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  - Bundale, Brett (2022), “Boxing Day sales start early to woo customers after lacklustre Black Friday,” *Toronto Sun*, Canadian Press, December 22, <https://torontosun.com/business/money-news/boxing-day-sales-start-early-to-woo-customers-after-lacklustre-black-friday>
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- Bharti, Bianca and Shantaé Campbell (2023), “Nordstrom joins the exodus of U.S. retailers from Canada: What you need to know,” *Financial Post*, Retail and Marketing, March 4, <https://financialpost.com/news/retail-marketing/nordstrom-canada-exodus-retailers-internet-landlords-economy>
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- Strong, Martin (2023), “Retailing in Canada,” *The Roy Green Show*, CKNW Vancouver, April 8, <https://globalnews.ca/bc/program/the-roy-green-show-cknw>
- Faux, Stirling (2023), “First Target, now Nordstrom: why do big US retailers fail in Canada?” *Weekend Mornings with Stirling Faux*, Global Radio, April 9, <https://open.spotify.com/episode/1Tv9H8EUPkL0kuK5dPqZdZ>
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- Walker, Mike (2023), “TTC considers selling naming rights of stations,” CTV News Toronto April 14, <https://toronto.ctvnews.ca/ttc-considers-selling-naming-rights-of-stations-1.6356485>
- Pierson, Alex (2023), “Celebrity marketing,” *The Alex Pierson Show*, 640 News, Toronto, April 14, <https://podcasts.apple.com/podcast/id1318830191?i=1000608993416>
- Haavardsrud, Paul (2023), “Why store brands are taking over the grocery aisles,” *Cost of Living*, CBC Radio, April 16, <https://podcasts.apple.com/ca/podcast/cost-of-living/id1475150937>
- Pierson, Alex (2023), “Rogers slashes price Rogers slashing prices for its fastest cell phone plans,” 640 News, Toronto, May 5, <https://pdst.fm/e/chtbl.com/track/745E89/traffic.megaphone.fm/CORU8582093076.mp3?updated=1683304793>

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- Djuric, Mickey (2023), "Passport redesign the latest battle in the culture war raging over Canadian identity," *National Observer*, Canadian Press, May 19, <https://www.nationalobserver.com/2023/05/19/news/passport-redesign-battle-culture-war-canadian-identity>

## **PAPERS PRESENTED AT CONFERENCES**

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Marketing Science Conference, University of Roma Tre, Rome. Italy, June 2019  
 Marketing Science Conference, Temple University, Philadelphia, Pa, June 2018  
 AMA-ECMI-EMAC Marketing & Innovation Symposium, Rotterdam, May 2014  
 Marketing Science Conference, Istanbul, Turkey, July 2013  
 Marketing Science Conference, Boston University, Boston, Mass, June 2012  
 Marketing Science Conference, Rice University, Houston, Texas, June 2011  
 Marketing Science Conference, University of Cologne, Germany, June 2010  
 EMAC, Audencia, Ecole de Management, l'Université de Nantes, May 2009.  
 EMAC, University of Brighton Business School, Brighton, May 2008  
 Marketing Science Conference, Singapore Management University, June 2007  
 European Marketing Association Conference, Reykjavik, Iceland, May 2007  
 Marketing Science Conference, University of Pittsburgh, June 2006  
 Marketing Science Conference, Erasmus University, Rotterdam, June 2004  
 Marketing Science Conference, College Park, Maryland, June 2003  
 Marketing Science Conference, College Park, Maryland, June 2003  
 Marketing Science Conference, Edmonton, June 2002  
 Joint HEC/ESSEC/INSEAD Conference, Fontainebleau, March 2002  
 Marketing Science Conference, Wiesbaden, July 2001  
 MSI Conference on Competitive Responsiveness, Cambridge, MA, May 2001  
 MSI Young Scholars Programme Conference, Park City, January 2001  
 Marketing Science Conference, Los Angeles, June 2000  
 Marketing Science Conference, Syracuse, May 1999  
 Joint HEC/ESSEC/INSEAD Conference, Cergy-Pontoise, September 1998  
 Marketing Science Conference, Berkeley, March 1997

## **GUEST LECTURER AT FACULTY RESEARCH SEMINARS**

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Antai College of Economics & Management, Shanghai Jiao Tong University, China  
 Arison School of Business, IDC Herzliya, Israel  
 CEIBS, Pudong, Shanghai, China  
 C. T. Bauer College of Business, University of Houston, Houston, USA

ECARES, Université Libre de Bruxelles, Brussels, Belgium  
Erasmus University, Rotterdam, Holland  
European School of Management and Technology, Berlin, Germany  
Faculty of Commerce, University of British Columbia, Vancouver, Canada  
Gordon S. Lang School of Business, University of Guelph, Guelph, Canada  
Graduate School of Business, University of Chicago, Chicago, USA  
Grenoble Ecole de Management, Grenoble, France  
Faculty of Business & Management, Ben Gurion University, Beersheva, Israel  
Haas School of Business, University of California, Berkeley, USA  
Hebrew University of Jerusalem, Israel  
Hong Kong University of Science and Technology, Hong Kong  
IMD, Lausanne, Switzerland  
Jesse H. Jones Graduate School of Business, Rice University, Houston, USA  
Kellogg School, Northwestern University, Evanston, USA  
Michael G. Foster School of Business, University of Washington, Seattle, USA  
Mohawk College, Hamilton, Ontario  
Olin School of Business, Washington University, St. Louis, USA  
Sabanci University and Koc University, Joint Seminar, Istanbul, Turkey  
Smith School of Business, Queen's University, Kingston, Canada  
School of Management, Syracuse University, Syracuse, USA  
School of Management, Yale University, New Haven, USA  
Sloan School of Management, MIT, Boston, USA  
Singapore Management University, Singapore  
Wharton School, University of Pennsylvania, Philadelphia, USA

## **OTHER SCHOLARLY ACTIVITY**

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*Senior Editor:* International Journal of Marketing Research  
*Senior Editor:* POMS Operations/Economics interface  
*Member of International Advisory Board:* California Management Review  
*Member of Editorial Board:* Recherche et Applications en Marketing  
*Reviewer for Marketing Journals and Awards:* Marketing Science, Journal of Marketing Research, Marketing Letters, Journal of Marketing, Marketing Science Institute Annual Awards, Israel Science Foundation  
*Reviewer for Management Journals:* California Management Review, European Journal of Operational Research, Journal of Business, Management Science  
*Reviewer for Economics Journals:* American Economic Review, Economic Theory, International Game Theory Review, International Journal of Industrial Organization, Journal of Economics

and Management Strategy, Rand Journal of Economics, Journal of Industrial Economics, Southern Economic Journal

Co-Chairs: Annual ET Symposium, Science-to-Practice Initiative (Marketing Science).

## **HONOURS AND AWARDS (ACADEMIC)**

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### **Rotman School**

- 2023 Co-recipient of Award to use and develop AI technology to measure child-directed marketing on food/beverage packaging, Data Science Institute, University of Toronto
- 2022 Co-recipient of Award for Marketing, Nutrition and Health, Data Science Institute, University of Toronto
- 2022 Discussant at the Summer Institute for Competitive Strategy, Berkeley, June
- 2021 ISMS Service Award (Editorial Board *Marketing Science*)
- 2020 Discussant at the Bass Informs Conference, UT Dallas, February
- 2019 Co-applicant for approved Canadian Institute of Health Research Grant “Assessing the impact of Canadian food policies and nutritional composition of packaged foods on food price and purchase” (\$743K over 5 years)
- 2019 Discussant at the Summer Institute for Competitive Strategy, Berkeley, June
- 2019 “Consumer Informedness: A Simple Way to Explain Maximal or Minimal Differentiation.” with Amit Pazgal and Raphael Thomadsen, Competitively selected for presentation at the ET Symposium, Sauder School of Business, UBC, Vancouver, May.
- 2016 Discussant at the ET Symposium, Lake Louise, May
- 2015 Discussant at the Summer Institute for Competitive Strategy, Berkeley, July.
- 2015 Finalist for the ISMS Long Term Impact Award for “The Targeting of Advertising” with G.K. Iyer and J.M. Villas-Boas
- 2014 Finalist for the ISMS Long Term Impact Award
- 2014 Distinguished Consortium Faculty, AMA Sheth Foundation Doctoral Consortium, June 2014, Evanston, Illinois.
- 2013 “Social Responsibility and Product Innovation,” with Ganesh Iyer. Competitively selected for presentation at the Summer Institute for Competitive Strategy, Berkeley, June.
- 2013 Invited speaker for INSEAD Conference on “Customer Strategies for Sustainable Growth”, June.
- 2013 Distinguished Consortium Faculty, AMA Sheth Foundation Doctoral Consortium, June 2013, Ann Arbor, Michigan
- 2012 Discussant at the Summer Institute for Competitive Strategy, Berkeley, July
- 2012 Finalist for the ISMS Long Term Impact Award
- 2011 Invited speaker for INSEAD Conference on “Customer Strategies for Sustainable Growth”, June.

- 2011 Selected Presenter for ISMS Doctoral Consortium, "The Magic of Pricing," Houston, 2011.
- 2010 Management Science Meritorious Service Award
- 2010 Invited speaker for INSEAD Conference on "Customer Strategies for Sustainable Growth", July.
- 2010 Invited panelist on "The Challenge of Staying Productive: Preparing early for research output in later years" at ESMT's Marketing Camp, Berlin, June.
- 2010 Invited speaker for Political Marketing session at Triennial Choice Symposium, University of Miami, Key Largo, Florida, May.
- 2010 Winner of the Best Marketing Case in the ECCH European Case Awards for the Ford Ka Market Research Version with M. Christen and S.W. Chung, March.
- 2009 Management Science Meritorious Service Award
- 2009 Invited speaker for Special Session on the Marketing of Life Sciences at the European Marketing Association Conference, Nantes, May.
- 2009 Awarded SSHRC Research Grant for "Competition between Providers of Employment-Based Healthcare Coverage and Market Evolution in Healthcare Markets".
- 2008 Invited speaker for Erin Anderson Research Conference, Wharton School, Philadelphia, October 2008.

**INSEAD**

- 2007 Invited speaker for Marketing in Israel Conference, December, Tel Aviv.
- 2007 Invited speaker for Special Session at the European Marketing Association Conference, Reykjavik, Iceland
- 2006 Best Paper Award Winner in the *International Journal of Marketing Research* for "The Economics of Quality-Equivalent Store Brands" with P. Parker
- 2005 Finalist for the John D.C. Little Best Paper Award for "The Targeting of Advertising" with G.K. Iyer and J.M. Villas-Boas
- 2005 Invited Speaker at "Game Theory In Marketing" Conference at HEC Montreal (sponsored by GERAD), June.
- 2003 "Increasing Compatibility as a Competitive Tool" with Amit Pazgal. Competitively selected for presentation at the Summer Institute for Competitive Strategy, Berkeley, June.
- 2001 Winner of John D.C. Little Best Paper Award for "Markets for Product Modification Information" with G.K. Iyer
- 2001 Invited to Marketing Science Institute's Young Scholars Program

**University of Toronto (PhD studies)**

- 1995 Candidate to the American Marketing Association Doctoral Consortium, Philadelphia, PA.
- 1993 Social Sciences and Humanities Research Council of Canada (SSHRC) Doctoral Fellowship
- 1991 Connaught Scholarship (University of Toronto)

1991	Ontario Graduate Scholarship
<b>Queen's University (Pre-PhD studies)</b>	
1982	D.I. McLeod Scholarship Award (for placing 3rd. in class of 105)
1982	Ontario Graduate Scholarship
1981	D.I. McLeod Entrance Scholarship
1981	Ontario Graduate Scholarship
1979	Dean's Scholar, Faculty of Applied Science
1978	J.P. Bickell Memorial Scholarship
1977	Ontario Scholarship

## TEACHING ACTIVITIES

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### Teaching Interests

- Business to Business Marketing
- Marketing Strategy
- Marketing Research
- Channel Management
- Managerial Economics.

### Honours and Awards (Teaching)

2020	Nominated for the Roger Martin Excellence in Teaching Award
2018-2019	Teaching Excellence Award (MMA and MBA Programmes)
2010-2013	Teaching Excellence Award (Rotman School MBA Programme) for Core Marketing Course
2001	Nominated for Best Elective Teacher Award (INSEAD 2001 MBA Programme) for B2B Marketing (Singapore)
2000	Nominated for Best Elective Teacher Award (INSEAD 2000 MBA Programme) for B2B Marketing (Singapore)

### University of Toronto Courses

- Data-Based Management Decisions (MMA and Commerce Programmes)
- Managing Customer Value (elective for MBA and Commerce Programmes)
- Current Topics in Marketing Strategy (PhD Course at the Rotman School)
- MCV (MBA Core Course at the Rotman School)
- Microeconomics (MBA Core Course at the Rotman School)
- Marketing I and II (EMBA Courses at the Rotman School)
- Industrial Organization and Public Policy (Dept. of Economics Course)
- Principles of Marketing (Faculty of Commerce Undergraduate Course)

### Rotman Executive Education

- Bank of Montreal Leadership Council Workshop

- Estee Lauder Programme

**Glazer Faculty of Business and Management, Ben Gurion University, Beersheva, Israel**

- Intensive Marketing Strategy

**Hebrew University Business School, Jerusalem, Israel**

- Pricing Policy from the Marketing Mix Perspective

**Rotterdam School of Management, Erasmus University, Rotterdam, the Netherlands**

- Marketing Management, Core Course, Full time MBA

**INSEAD Courses**

- Pro-seminar, Game Theory Module, PhD. Course
- Business to Business Marketing, MBA Elective
- Marketing Management II, MBA Core Course

**INSEAD Executive Education Directorships**

***Fontainebleau Campus***

- ABInBev (Co-Director)
- Asea Brown Boveri (Co-Director)
- Advanced Industrial Marketing Strategy, Fontainebleau (Co-Director in 2002)
- Coca-Cola Erfrischungsgetränke (Co-Director)
- Coca-Cola Enterprises (Director)
- Imerys (Director)
- Kazan Region Programme (Director)
- Yapi Kredi Bank (Co-Director)

***Singapore Campus***

- Advanced Industrial Marketing Strategy in Asia, Singapore (Director)

**PEDAGOGICAL MATERIALS**

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1. Co-author with Vivek Nandur of *Boyd's Barber Shop and Covid-19: To Cut or Not to Cut, that is the Question* (2023 INSEAD Case) and Teaching Note. To examine the challenge of crisis management in a small business.
2. Co-author with Markus Christen of *The Story of StockX: Scaling a Digital Business to Greatness* (2017 INSEAD Case) and Teaching Note. To examine the challenge of scaling a digital marketplace.
3. Co-author with Markus Christen of *The Rideau Artisinal Chandlery (RAC)* (2016 INSEAD Case) and Teaching Note. To examine the challenge of omni-channel marketing in a digital world.
4. Co-author with Markus Christen of *Archibald's Black & Decker (B) All Aboard For DeWalt* (2013 INSEAD Case). To examine the marketing/salesforce interface and the challenge of implementation.
5. Co-author with Venkat Vaidyanathan of *Going Beyond the Physical Product to Create Value: The Story of IMERYYS and Celpure* (Case). To examine the value of non-linear thinking to innovate in traditional "mature" categories. (unpublished).



6. Co-author with M. Hunter of *Reverend Guitars: Playing a Different Tune* (Cases A, B and C) and Teaching Note. To examine innovation in the context of product design, marketing, and internet communities. (2007 INSEAD published case).
7. *A Destabilizing Situation for Binatone: The Market for 1000W Stabilizers in Nigeria* (Case) and Teaching Note. To demonstrate the challenge of marketing a line of quality-differentiated products in a price sensitive developing market. (2007 INSEAD published case).
8. *Bombardier and Alstom; The Acela Express* (Case) and Teaching Note. To address issues of company orientation, licensing and technology management in a context of mega-project marketing. (2003 INSEAD published case).
9. Co-author with M. Christen and S.W. Chung of *Ford Ka Market Research Version* (Cases A, B and C), Market Research Data CD, and teaching note (2003 INSEAD published case). Version of Ford Ka case to allow hands-on instruction of Multidimensional Scaling, Cluster Analysis and Cross-Tabulation techniques. Winner of the Best Marketing Case in the ECCH European Case Awards, March 2010.
10. Co-author with M. Christen of the *Ford Ka (A) Breaking New Ground in the Small Car Market* (Case) and *Ford Ka (B) The Early Results* (Case) and teaching note (1999 INSEAD published case, revised 2001). Best Selling Case at ECCH and 12th best selling INSEAD case of all time.
11. Co-author with G.K. Iyer of *McDowell's Vintage Classic Premium Indian Whisky* (Case) and teaching note (2001 INSEAD published case).

## OTHER ACTIVITIES

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### Institutional Contributions (Rotman, University of Toronto)

- Chair of Specialized Graduate Programme Committee and Recruiting Committee Member for the Marketing Area (2018- )
- Dissertation co-supervisor of PhD students Mohsen Foroughifar and Vivek Nandur
- Dissertation supervisor of PhD student Moein Javadian
- Judge for *Winners Wanted* (national student case competition), Canadian Marketing League, November 2020.
- Panelist for US Election Event for the Association of Political Science Students, October 30, 2020.
- Online Teaching Area Representative (2020- )
- Moderator for Competitive Simulation Event, Rotman Marketing Association (2020)
- Recruiting Committee Member for Operations Management (2019-2020)
- Area Coordinator for Marketing (2011-2014, 2015-2018) and *ex-officio* member of the Recruiting, PhD, MBA and Commerce Committees for the Marketing Area
- Moderator for the Marketing Thought Leadership Panel, Rotman Marketing Association (2016-2017)
- On Dissertation Committee of Ying Bao (Ph.D. graduate 2020)
- Judge for Rotman Sports Business Case Competition (2016)
- Judge for Rotman Marketing Association, Case Competition (2009-2013, 2015)
- On Dissertation Committee of Robert Waiser (Ph.D. graduate 2016)
- Presenter in Summer Seminar Series, Radiation Medicine Program, Princess Margaret Hospital, "Customer Service in the Healthcare Context?" (July 2014)
- Panelist for "Building Brands in a PPM World," CTN International Radio Summit, Canadian Music Week, Toronto, (May 2014)
- "Ready Set Market" Guest Speaker, Undergraduate Commerce Society, Mississauga Campus (November 2013)

- Rotman Marketing Association Guest Speaker (October 2013)
- Guest Speaker for Rotman Career Centre Annual Fair (October 2013)
- Chair of Recruiting Committees (2013-2014)
- Opening Presenter for “The Future of Marketing” Rotman Commerce Annual Marketing Summit, March 2013
- Moderator for Rotman Marketing Association Event “The Role of New Media in Marketing”, December 2012
- On Dissertation Committee of Yu Kitty Wang (Ph.D. graduate 2012)
- Canadian Grocer Community Service Awards Judge, Fall 2012
- Co-Chair of “Celebrate Andy Mitchell Conference,” June 2012
- Guest Speaker for Rotman Alumni Roundtable Series, June 2012
- Canadian Grocer Community Service Awards Judge, Fall 2011
- Moderator for Rotman Marketing Association Event “Digital Marketing Panel,” October 2011
- Chair of Recruiting Committee (2010-2011)
- Guest Panelist at release of Retail Management Working Paper by the Institute of Competitiveness & Prosperity, Rotman School, April 2010
- Member of First Year MBA Workload and PSO Restructuring Taskforces (2010-2011), Member of Tenure, Strategy Recruiting and Marketing Recruiting Committees (2009-2011)
- Guest Speaker, Marketing Industry Day, MBA Corporate Connections, Oct 2009
- PhD Coordinator (Marketing Area) and member of the Rotman PhD Program Committee (2009-2011)
- Academic panelist for Store 09, Retail Council of Canada Annual Conference, “Discussion about Canada’s Economic Performance”, June 1, 2009.
- Academic panelist for “Cracking the code: The future of loyalty programs.” Roundtable hosted by the American Marketing Association (Toronto chapter), December 11, 2008.
- Member of the MBA Committee for the Marketing Area

### **Institutional Contributions (INSEAD)**

- Rapporteur for Shantanu Bhattacharya (2002, 2008)
- CEDEP Academic Committee (December 2007- August 2008)
- Member of EDP Advisory Committee (October 2007- August 2008)
- Chair of INSEAD MBA Admissions Committee (September 2004-August 2007 )
- Faculty Advisor and Thesis Advisor for Yi Xiang (Ph.D. graduate 2006)
- On Dissertation Committee of Sumitro Banerjee (Ph.D. graduate 2004)
- Member of INSEAD MBA Admissions Committee (September 1999-2004)
- Member of New Building Committee (March 2000-2003)
- Coordinator of INSEAD Summer Marketing Camp (1999)
- Responsible for INSEAD Marketing Department Research Seminar Series (98-99)
- Faculty presenter at INSEAD CEO Breakfast Meeting Series, Singapore
- Faculty presenter at the INSEAD Corporate Affiliate Forum, Fontainebleau
- Guest speaker at PPW Network (Executive MBA Networking Activity)
- Guest Speaker, IFS Seminar, Cambridge University (INSEAD Development Activity)

### **Professional Memberships and Qualifications**

Member of INFORMS (Marketing)

Qualified Professional Engineer (P.Eng.) since 1987

Master Brewers Association, Technical Course, Molson, 1989

Industrial Confectionery Manufacturing, Humber College, Toronto, 1984

### **Board Memberships**

Co-Chair of the Rotman Business Design Initiative Advisory Council

Co-Chair of the Advocacy, and Programs Committees, Lung Cancer Canada

Explorer Research (Mississauga) Advisory Council

Beth David B'nai Israel Beth Am Board of Directors (2016-2022)

### **CONSULTING AND OUTSIDE ACTIVITY**

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- Chaperone for the 2018 March of the Living, Toronto, Ontario
- Co-author of the O.U.C.Q.A. External Reviewers' Assessment Report of Department of Marketing and Consumer Studies, College of Business and Economics, University of Guelph, July 2018
- Expert Witness work for Anderson, Julian and Hull, Boise, Idaho
- Expert Witness work for Cassels Brock & Blackwell, Toronto, Ontario
- Expert Witness Work for Fried, Frank, Harris, Shriver & Jacobson, Washington, D.C.
- Expert Witness Work for Freshfields Bruckhaus and Deringer, London, U.K.
- Expert Witness Work for Gowlings, Toronto, Ontario
- Expert Witness Work for Hawley Troxell, Boise, Idaho
- Expert Witness Work for IMK Avocats, Montreal, Quebec
- Expert Witness Work for Lenczner Slaght, Toronto, Ontario
- Expert Witness Work for Norton Rose Fullbright, Vancouver, B.C and Ottawa, Ontario
- Expert Witness Work for Polley Faith, Toronto, Ontario
- External Speaker at Annual Partners Retreat, Arendt and Medernach, May 2012, Spa, Belgium
- External Speaker at Annual EMEA Sales Meeting, Fiskars Corporation, May 2012, Helsinki, Finland
- External Speaker at Ontario Chiropractic Association Annual Meeting, October 2013 Toronto
- Economic Consulting for Lexicon and Charles River Associates, Toronto, Ontario
- Guest Speaker, Data 2013 Marketing Conference, Hyatt Regency, Toronto, December 2013
- Guest Speaker, "Life After COVID-19," Birthright Israel Foundation of Canada, May 2020
- Keynote Speaker at Lilly UK 2005 Marketing Conference, Canary Wharf, London
- Keynote Speaker at Borealis Polymers Wire and Cable 2007 Global Marketing Conference, Vienna, Austria
- Keynote Speaker for the Annual AstraZeneca Ontario Sales and Marketing Conference, Toronto, Ontario, December 2009
- Keynote Speaker for Digital Thought Leadership Summit, AOL Canada, February 2013
- Pharmaceutical Industry Market Research for IMS Canada, Mississauga, Ontario
- Pro Bono Consultant (2013), Performance Excellence in Radiation Medicine Team, Princess Margaret Cancer Centre, Toronto
- Professional Training for the All India Management Association, Delhi, India
- Professional Training for the Aresty Institute of Executive Education, Wharton School, Taipei, Taiwan
- Professional Training for Binatone Interworld Products, St. Petersburg, Russia and Dubai, UAE
- Professional Training for Chr. Hansen A/S, Horsholm, Denmark

- Professional Training for ESMT, Berlin
- Professional Training for Eutelsat, Paris, France
- Professional Training for Groupe CMA-CGM, Aix-en-Provence, France
- Professional Training for PSA Peugeot Citroën, Villiers-Le-Mahieu, France
- Professional Training for the Scandinavian Institute of Management, Copenhagen, Denmark
- Professional Training for the Stockholm School of Economics, IFL Executive Education, Stanford, California
- Professional Training for Zeneca Agrochemicals, Fernhurst, Surrey, UK

## **ACADEMIC POSITIONS**

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INSEAD, Fontainebleau Jan-Dec 2023  
Visiting Professor of Marketing

Rotman School of Management, University of Toronto, Toronto, 2008-present  
Canadian National Chair in Strategic Marketing and Professor (2010- )  
Professor of Marketing (2008-2010 )

INSEAD, Fontainebleau, 1996-2010  
Professor of Marketing (2008-2010)  
Associate Professor of Marketing (2004-2008)  
Assistant Professor of Marketing (1996-2004)

## **PROFESSIONAL EMPLOYMENT**

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Molson Breweries, Toronto, 1987-1991  
Senior Brand Manager, Coors, Coors Light and Regional Brands (1989-1991)  
Brand Manager, Coors and Coors Light (1987-1989)

Nabisco Brands Ltd., Toronto, 1983-1987  
Product Manager, Breath Savers, Life Savers Products (1985-1987)  
Account Representative, Confectionery Division (1985)  
Assistant Product Manager, Life Savers and Seasonal Products (1984-1985)  
Assistant to the Vice President, Manufacturing (1983-1984)

Imperial Oil Ltd. (subsidiary of Exxon), Toronto, 1980, 1982  
Systems Analyst, Logistics (1982)  
Design Engineer, Logistics (1980)

## **LANGUAGES**

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English, French (fluent), German (working knowledge), some Italian