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The bright side of having and enemy [Texto impreso] / Mushegh Harutyunyan and Baojun Jiang

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 689-690

Abstract: Conventional wisdom suggests that more intense competition will lower firms' profits. The authors show that this may not hold in a channel setting with exclusive retailers. They find that a manufacturer and its retailer can both become worse off if their competing manufacturer and retailer with quality-differentiated products exit the market. Put differently, in a channel setting, more intense competition can be all-win for the manufacturer, the retailer, and the consumers. Interestingly, a high-quality manufacturer can benefit from an increase in its competitor's perceived quality (e.g., due to favorable product reviews from consumers or thirdparty rating agencies). In other words, a manufacturer may prefer a strong rather than a weak enemy, and the manufacturer can have an incentive to help its competitor improve product quality or remain in the market. Furthermore, the authors show that a multiproduct monopolist manufacturer with an exclusive retailer may make higher profits by spinning off a product into a competing manufacturer that has its own retail channel, even without accounting for any proceeds from the spinoff.

Journal of marketing research. -- 2019, v. 56, n. 4, august, p. 679-690

1. Channel 2. Competitive strategy 3. Double marginalization 4. Market entry 5. Market exit 6. Pricing

2

Harmful effects of mental imagery and customer orientation during new product screening [Texto impreso] / Eric D. DeRosia and Ryan S. Elder

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 650-651

Abstract: One of the traditional tenets of marketing is that managers considering whether to develop and launch a new product should adopt a customer orientation and consider whether the product would satisfy the needs of customers. This research discovers that adopting a customer orientation causes managers to experience undesirable cognitive effects. The authors find that when considering customers' needs during the screening phase of the new product development process, managers often voluntarily engage in mental imagery (i.e., cognitive simulation) that biases their evaluation of a new product idea toward unrealistic optimism—even for a flawed product that would not satisfy customer needs. Furthermore, the authors find that managers who exert greater vigilance to achieve more accurate evaluations of the new product idea are especially vulnerable to the biasing effect, leading to less accurate evaluations. The authors test an analytical technique (i.e., a theory-based approach to analyzing the new product) that successfully allows a manager to adopt a customer orientation without an attendant bias toward optimism.

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1. Customer needs 2. Mental imagery 3. New product development 4. Regulatory focus 5. Unrealistic optimism

3**Managing laggards [Texto impreso] : the importance of a deep sales bench / Jeffrey P. Boichuk ... [et al.]**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 663-665

Abstract: Sales leaders often use threats of punishment to manage poor performers (i.e., laggards), but little research has examined the effect of these threats. The current research addresses this gap by investigating an intervention termed the “bench program” with a field-based quasi experiment and a randomized lab experiment. In the field, the company under study told salespeople in treatment districts that a trainee would replace them at the end of the year if they failed to hit their quota and placed last in their district. Difference-in-differences analyses of matched treatment and control groups show that the bench program had an immediate and sustained impact on performance. Moreover, laggards improved their performance more than higher performers, and salespeople with larger advice networks improved their performance more than salespeople with smaller advice networks. A lab experiment compares the bench program with a program that had the same threat of firing but did not have replacements in sight. Performance in the bench program exceeded that in the firing condition, indicating that the vividness of a threat can increase its deterrent value.

Journal of marketing research. -- 2019, v. 56, n. 4, august, p. 652-665

1. Advice networks 2. Incentives 3. Matching methods 4. Punishments 5. Sales force

4**Mapping time [Texto impreso] : how the spatial representation of time influences intertemporal choices / Marisabel Romero, Adam W. Craig, and Anand Kumar**

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 634-636

Abstract: Cognitive linguistic studies have found that people perceive time to be intertwined with space. Western consumers, in particular, visualize time on a horizontal spatial axis, with past events on the left and future events on the right. Underexplored, however, is whether and how space-time associations influence future time-related judgments and decisions. For instance, can spatial location cues affect intertemporal decisions? Integrating cognitive linguistics, time psychology, and intertemporal choice, the authors demonstrate across five studies that when choices are displayed horizontally (vs. vertically), consumers more steeply discount future outcomes. Furthermore, this effect is serially mediated by attention to time and anticipated duration estimates. Specifically, the authors propose and demonstrate that horizontal (vs. vertical) temporal displays enhance the amount of attention devoted to considering the time delay and lead consumers to overestimate how long it will take to receive benefits. This research has important implications for consumers who want to forgo immediate gratification and for firms that need to manage consumers' time perceptions.

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1. Attention 2. Delay discounting 3. intertemporal choice 4. Retirement 5. Spatial cues 6. Time perception 7. Visual arrangement

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P2V-MAP [Texto impreso] : mapping market structures for large retail assortments / Sebastian Gabel, Daniel Guhl, and Daniel Klapper

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 578-580

Abstract: The authors propose a new, exploratory approach for analyzing market structures that leverages two recent methodological advances in natural language processing and machine learning. They customize a neural network language model to derive latent product attributes by analyzing the co-occurrences of products in shopping baskets. Applying dimensionality reduction to the latent attributes yields a two-dimensional product map. This method is well-suited to retailers because it relies on data that are readily available from their checkout systems and facilitates their analyses of cross-category product complementarity, in addition to within-category substitution. The approach has high usability because it is automated, is scalable and does not require a priori assumptions. Its results are easy to interpret and update as new market basket data are collected. The authors validate their approach both by conducting an extensive simulation study and by comparing their results with those of state-of-the-art, econometric methods for modeling product relationships. The application of this approach using data collected at a leading German grocery retailer underlines its usefulness and provides novel findings that are relevant to assortment-related decisions.

Journal of marketing research. -- 2019, v. 56, n. 4, august, p. 557-580

1. Market structure analysis 2. Product maps 3. Machine learning 4. Retailing 5. Big data

6

Political identity and financial risk taking [Texto impreso]: insights from social dominance orientation / Kyuhong Han ... [et al.]

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 599-601

Abstract: This article investigates how people's political identity is associated with their financial risk taking. The authors argue that conservatives' financial risk taking increases as their self-efficacy increases because of their greater social dominance orientation, whereas liberals' financial risk taking is invariant to their self-efficacy. This central hypothesis is verified in six studies using different measures of political identity, self-efficacy, and financial risk taking. The studies also use different samples of U.S. consumers, including online panels, a large-scale data set spanning five election cycles, and a secondary data set of political donations made by managers at companies. Finally, the authors articulate and demonstrate the mediating effect of individuals' focus on the upside potential of a decision among conservatives but not liberals.

Journal of marketing research. -- 2019, v. 56, n. 4, august, p. 581-601

1. Financial risk taking 2. Political identity 3. Self-efficacy 4. Social dominance orientation 5. Upside potential

7

Putting the person back in person-brands [Texto impreso] : understanding and managing the two-bodied brand / Susan Fournier and Giana M. Eckhardt

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 617-619

Abstract: This article provides insight into the management of brands that are also people by unpacking the interdependencies that exist between people and brands and focusing on the qualities that make person-brands human rather than on the qualities that make them brands. Using the extended case method to examine 20 years of public data about the Martha Stewart brand, the authors highlight the interdependent relationship between the person and the brand—in particular, consistency and balance—and identify four aspects of the person that can upset these interdependencies: mortality, hubris, unpredictability, and social embeddedness. Mortality and hubris can cause imbalance, but with the right skills and structures, these factors can be proactively managed. Inconsistency in the meanings of the person versus the brand can derive from the person's unpredictability and social embeddedness and compromise brand value, but it may also enhance brand value by adding needed intimacy and authenticity. This two-bodied conceptualization suggests renewed management principles and contributes to branding theory through identification of the *doppelgänger* within, new brand strength facets, and emphasis on risk versus returns.

Journal of marketing research. -- 2019, v. 56, n. 4, august, p. 602-619

1. Branding 2. Brand management 3. Brand risk 4. Brand strength 5. Celebrity brands 6. Human brands 7. Person-brands

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Sales force compensation design for two-sided market platforms [Texto impreso] / Hemant K. Bhargava and Olivier Rubel

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 678

Abstract: The authors study the use of sales agents for network mobilization in a two-sided market platform that connects buyers and sellers, and they examine how the presence of direct and indirect network effects influences the design of the sales compensation plan. They employ a principal-agent model in which the firm tasks sales agents to mobilize the side of the platform that it monetizes (i.e., sellers). Specifically, the presence of network effects alters the agency relationship between the firm and the sales agent, requiring the platform firm to alter the compensation design, and the nature of the alteration depends on whether the network effects are direct or indirect and positive or negative. The authors first show how the agent's compensation plan should account for different types of network effects. They then establish that when the platform firm compensates the agent solely on the basis of network mobilization on the side cultivated by the agent (sellers), as intuition would suggest, it will not fully capitalize on the advantage of positive network effects; that is, profit can be lower under stronger network effects. To overcome this limitation, the platform should link the agent's pay to a second metric, specifically, network mobilization on the buyer side, even though the agent is not assigned to that side. This design induces a positive relation between the strength of network effects and profit. This research underlines the complexity and richness of network effects and provides managers with new insights regarding the design of sales agents' compensation plans for platforms.

Journal of marketing research. -- 2019, v. 56, n. 4, august, p. 666-678

1. Two-sided market platform 2. Sales force 3. Incentive design 4. Principal-agent model

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Service robots rising [Texto impreso] : how humanoid robots influence service experiences and elicit compensatory consumer responses/ Martin Mende ... [et al.]

Este artículo se encuentra disponible en su edición impresa y electrónica. Los datos para su localización están accesibles a través del enlace al título de la publicación. Su acceso electrónico es a través del enlace de 'Acceso al documento'

References: p. 551-556

Abstract: Interactions between consumers and humanoid service robots (HSRs; i.e., robots with a human-like morphology such as a face, arms, and legs) will soon be part of routine marketplace experiences. It is unclear, however, whether these humanoid robots (compared with human employees) will trigger positive or negative consequences for consumers and companies. Seven experimental studies reveal that consumers display compensatory responses when they interact with an HSR rather than a human employee (e.g., they favor purchasing status goods, seek social affiliation, and order and eat more food). The authors investigate the underlying process driving these effects, and they find that HSRs elicit greater consumer discomfort (i.e., eeriness and a threat to human identity), which in turn results in the enhancement of compensatory consumption. Moreover, this research identifies boundary conditions of the effects such that the compensatory responses that HSRs elicit are (1) mitigated when consumer-perceived social belongingness is high, (2) attenuated when food is perceived as more healthful, and (3) buffered when the robot is machinized (rather than anthropomorphized).

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1. Anthropomorphism 2. Compensatory consumption 3. Robots 4. Service 5. Technology

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Strategic manipulation of University rankings, the prestige effect, and student university choice [Texto impreso] / James A. Dearden, Rajdeep Grewal , and Gary L. Lilien

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References: p. 706-707

Abstract: A multiperiod, theoretical model characterizes the relationship between a publication that ranks universities and prospective students who might use this ranking to decide which university to attend. The published ranking offers information about the universities' objective quality but also affects their prestige, which may increase student utility. This prestige effect gives the commercial publication incentive to act contrary to the best interest of the students. If a ranking created with the commonly used attribute-and-aggregate methodology creates prestige, then to maximize profit the publication needs to (1) choose attribute score weights that do not match student preferences and (2) alter those attribute score weights over time, even in the absence of changes to student preferences and/or education technology. Without a prestige effect, the publication should choose attribute score weights that match student preferences. This model also defines a student-optimal ranking methodology that maximizes the sum of the students' utilities. The results offer insights for prospective students who use existing rankings to choose a university, as well as which ranking designs would better align with students' preferences.

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1. University rankings 2. Expert advice 3. Strategic information transmission