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Education

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

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

- i) To better understand how the availability and use of market-level information by firms affects both firm strategies (with emphasis on advertising, product-line and pricing) and firm performance.
- ii) 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.
- iii) 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

- 1) Lin, Yuanfang, Amit Pazgal and David Soberman (2020), “Who is the Winner in an Industry of Innovation,” forthcoming at the *International Journal of Research in Marketing*.
- 2) Iyer, Ganesh K. and David A. Soberman (2016), “Socially Responsibility and Product Innovation.” *Marketing Science*; Vol. 35, No. 5, 727-742.
- 3) 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.
- 4) 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.
- 5) 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.
- 6) 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.
- 7) Xiang, Yi and David A. Soberman (2014) “Consumer Favorites and the Design of News,” *Management Science*, Vol. 60, No. 1, 188-205.
- 8) Pazgal, Amit, David A. Soberman and Raphael Thomadsen (2013), “Profit-Increasing Consumer Exit,” *Marketing Science*, Vol. 32, No. 6, 998-1008.
- 9) 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.
- 10) 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.
- 11) 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.
- 12) Xiang, Yi and David A. Soberman (2011), “Preview Provision under Competition.” *Marketing Science*, Vol. 30, No 1, 149-169.

Publications in Refereed Journals continued

- 13) 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.
- 14) Kalra, Ajay and David A. Soberman (2010), "The Forgotten Side of Marketing," *Journal of Brand Management*, Vol. 17, No. 1, 301-314.
- 15) 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.
- 16) 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.
- 17) 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.
- 18) 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.
- 19) 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.
- 20) 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.
- 21) 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.
- 22) 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

Publications in Refereed Journals continued

- 23) Coughlan, Anne and David A. Soberman (2005), "Strategic segmentation using outlet malls," *International Journal of Research in Marketing*, Vol. 22, No. 1, 61–86.
- 24) Soberman, David A. (2005), "Questioning Conventional Wisdom about Competition in Differentiated Markets," *Quantitative Marketing and Economics*, Vol. 3, No. 1, 41-70.
- 25) 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.
- 26) Soberman, David A. (2005), "The Complexity of Media Planning Today," *Journal of Brand Management*, Vol. 12, No. 6, 420-429.
- 27) Soberman, David A. (2004), "Research Note: Additional Learning and Implications on the Role of Informative Advertising," *Management Science*, Vol. 50, No. 12, 1744-1750.
- 28) 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.
- 29) Soberman, David A. (2003), "Simultaneous Signalling and Screening with Warranties," *Journal of Marketing Research*, Vol. 40 (May), 176-209.
- 30) Soberman, David A. (2003), "The Role of Differentiation in Markets Driven by Advertising," *California Management Review*, Vol. 45, No. 3 (spring), 1-17.
- 31) 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

- 32) Soberman, David A. (2013), "Advertising", "Market Research" and "Trade Mark," contributor of articles in *The Palgrave Encyclopedia of Strategic Management*, Palgrave Macmillan, London.
- 33) 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.

- 34) 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

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

Managerial Publications

- 36) 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>
- 37) Lynch, Kevin, Tiff Macklem and David Soberman (2016), “More companies should embrace ‘Brand Canada’,” *Globe and Mail*, March 12, B4.
- 38) D’Cruz, Joseph and David A. Soberman (2009), “Shoring up executive education,” *National Post*, Vol. 11, No. 260 (Tuesday September 5), FP5.
- 39) 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.
- 40) 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.
- 41) 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.
- 42) 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 Second Round

- 43) Xiang, Yi, David Soberman and Hubert Gatignon, “The Roles of Marketing Breadth and Competitive Spread on Product Life Cycle,” Under review at *Production and Operations Management*.

- 44) Pazgal, Amit, David A. Soberman and Raphael Thomadsen, “Consumer Informedness: A Key Driver of Differentiation.” Being revised for a second round at the *Journal of Economics and Management Strategy*.
- 45) Xiang, Yi and David Soberman, “Designing the Content of Advertising in a Differentiated Market.” Under review at the *International Journal of Research in Marketing*.

Submitted Papers in the First Round

- 46) Soberman, David, “Product Line Expansion Through Acquisition,” Under review at *Quantitative Marketing and Economics*.
- 47) Foroughifar, Mohsen and David Soberman, “Third-Party Information and Consumer Heterogeneity in Assessing Information.” Under review at *Management Science*.
- 48) Banerjee, Sumitro and David A. Soberman, “Patent assertion and defence under hidden information.” Under review at the *Journal of Law, Economics and Organization*.

Work in Progress

- 49) Pazgal, Amit, David A. Soberman and Raphael Thomadsen, “Why Competition through Communication leads to Firms of Different Size.” In preparation for submission to *Management Science*.
- 50) Elitzur, Ramy, Peri Muttath and David Soberman, “Crowdfunding and too much choice: A recipe for disaster.” In preparation for submission to *Entrepreneurship Theory and Practice*.
- 51) 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*.
- 52) Banerjee, Sumitro and David A. Soberman, “Competitive Preannouncement in a Context of Two-Sided Information Asymmetry.” Work in progress.
- 53) Banerjee, Sumitro and David A. Soberman, ““User-friendliness as An Element Of Product Design.” Being prepared for submission to *Management Science*.

Other Publications

- 54) 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

- Wallace, Aidan (2020), “SOLD OUT: Pot edibles hit stores with supply, market issues looming,” *Toronto Sun*, Toronto, January 12,

<https://torontosun.com/cannabis/cannabis-news/sold-out-pot-edibles-hit-stores-with-supply-market-issues-looming>

- Sagan, Aleksandra (2020), “Timbits cereal a novelty, but may dilute Tim Hortons brand, experts say,” *Globe and Mail* (Canadian Press), Toronto, January 12, <https://www.theglobeandmail.com/business/article-timbits-cereal-a-novelty-but-may-dilute-tim-hortons-brand-experts/>
- Mike Stafford and Supriya Dwivedi (2020), “Tim Hortons enters the cereal world and it has experts, consumers confused,” *The Morning Show*, 640 News Toronto, January 13, <https://omny.fm/shows/am640-the-morning-show/tim-hortons-enters-the-cereal-world-and-it-has-exp>
- Beattie, Samantha (2020), “‘Clever’ Ads About Harry And Meghan’s Move To Canada Show Next-Level Thirst,” *Huffington Post*, January 17, https://www.huffingtonpost.ca/entry/harry-meghan-canada-move-ads_ca_5e2211afc5b674e44b97f770
- Dhanraj, Travis (2020), “PR battle over public education in Ontario,” *Global News*, Toronto, Jan 24, <https://globalnews.ca/video/6460110/pr-battle-over-public-education-in-ontario>
- Sachedina, Omar (2020), “U.S. interest rate cut over COVID-19 sends stocks diving,” *CTV National News*, March 3, <https://www.ctvnews.ca/video?binId=1.810401>
- Yazdani, Tina (2020), “Local industries impacted by COVID-19 outbreak,” *CityNews*, Toronto, March 9, <https://toronto.citynews.ca/video/2020/03/09/local-industries-impacted-by-covid-19-outbreak/>
- Yuen, Jenny (2020), “How will COVID-19 change life in Toronto?” *Toronto Sun*, Local News, March 15, <https://torontosun.com/news/local-news/how-will-covid-19-change-life-in-toronto>
- Hague, Matthew (2020), “Why retailers are turning shopping spaces into selfie sets,” *Pivot Magazine*, CPA Canada, March 17, <https://www.cpacanada.ca/en/news/pivot-magazine/2020-03-16-instagram-optimized-pop-ups>
- Powell, Naomi (2020), “Broccoli has to be hand cut: Travel limits squeezing flow of seasonal workers to fruit, vegetable farms,” *Financial Post*, Toronto, March 17, <https://business.financialpost.com/news/retail-marketing/broccoli-has-to-be-hand-cut-travel-limits-squeezing-flow-of-seasonal-workers-to-fruit-vegetable-farms>
- Drolet, Mike (2020), “Businesses with no customers struggle to pay rent,” *Global News*, National, March 31, <https://globalnews.ca/video/6760093/businesses-with-no-customers-struggle-to-pay-rent>
- McGran, Kevin (2020), “Will sports fans need a health passport after the pandemic has passed?” *Toronto Star*, April 9, <https://www.thestar.com/sports/2020/04/09/will-sports-fans-need-a-health-passport-after-the-pandemic-has-passed.html>
- Lombardo, Christopher (2020), “How consumers might snack differently in a pandemic,” *Strategy Online*, April 15, <https://strategyonline.ca/2020/04/15/how-consumers-might-snack-differently-during-the-pandemic/>
- Nowak, Peter (2020), “Ticketmaster only returning money to cancelled not postponed events,” *Toronto Star*, Business Section, April 17, <https://www.thestar.com/business/2020/04/17/ticketmaster-only-returning-money-to-cancelled-not-postponed-events.html>
- Hall, Joseph (2020), “As Ontario gears up to reopen, we asked experts which businesses will open first - you won't like the answer,” *Toronto Star*, Business

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- Saba, Rosa (2020), “Quebec announces it will reopen retail, construction and manufacturing starting next week,” *Toronto Star*, Business Section, April 28, <https://www.thestar.com/business/2020/04/28/quebec-announces-plans-to-reopen-retail-construction-and-manufacturing-businesses.html>
- Petz, Sarah (2020), “Online classes help gyms survive, but can't replace feel of brick and mortar studios, experts say,” *CBC News, Manitoba*, May 2, <https://www.cbc.ca/news/canada/manitoba/online-fitness-classes-business-experts-covid-19-1.5550711>
- Hendsbee, Tiffany (2020), “The Future of Retail,” *Canadian Press*, May 4, <https://www.iheartradio.ca/newstalk-1010/news/the-future-of-retail-1.12319928>
- “COVID-19 hits Canada's air travel industry,” *CBC Radio One, Morning Shows across Canada*, May 5, 2020, <https://www.cbc.ca/listen/live-radio/1-17-edmonton-am/clip/15774731-covid-19-hits-canadas-air-travel-industry>
- Acquisto, Stella (2020), “Businesses prep for Mother’s Day amid coronavirus pandemic,” *CityNews, Toronto*, May 5, <https://toronto.citynews.ca/video/2020/05/05/businesses-prep-for-mothers-day-amid-coronavirus-pandemic/>
- McGran, Kevin (2020), “How COVID-19 will transform travel, from the taxi to the airport to that hotel buffet at the other end,” *Toronto Star, Canada Section*, May 9, <https://www.ourwindsor.ca/news-story/9972405-how-covid-19-will-transform-travel-from-the-taxi-to-the-airport-to-that-hotel-buffet-at-the-other-end/>
- Petersen, Roger (2020), “How can charities adapt amid the COVID-19 pandemic,” *Breakfast Television Toronto, City TV*, May 11, <https://www.bttoronto.ca/videos/how-can-charities-adapt-amid-the-covid-19-pandemic/>
- Vella, Erica (2020), “Some Shopify employees will work from home permanently: CEO,” *Global News, Toronto*, May 21, <https://globalnews.ca/toronto/videos/>
- Bogart, Nicole (2020), “This is not business as usual: You may start seeing a COVID-19 surcharge on your receipts,” *CTV News*, May 22, <https://www.ctvnews.ca/health/coronavirus/this-is-not-business-as-usual-you-may-start-seeing-a-covid-19-surcharge-on-your-receipts-1.4949766>
- “Businesses add a COVID 19 surcharge to customers’ bills,” *Dan Macdonald Show, AM 800, Windsor*, May22, 2020, <http://fw.to/qX7Qu1Y>
- McIntosh, Cameron (2020), “Some small businesses tack on surcharges to recoup COVID-19 expenses,” *The National, CBC News, the World at Six, CBC Radio*, May 22, <https://www.cbc.ca/player/play/1741594179823>
- Evans, Pete (2020), “Shops are reopening after COVID-19, and some are adding a new line to your bill to pay for it” *CBC.ca News*, May 23, <https://www.cbc.ca/news/business/covid-surcharge-retail-1.5580307>
- Thorpe, Jacqueline (2020), “Doug Ford winning over voters during crisis, with help from cheesecake,” *BNN Bloomberg*, May 23, <https://www.bnnbloomberg.ca/doug-ford-winning-over-voters-during-crisis-with-help-from-cheesecake-1.1440273>
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- Stefanac, Rosalind (2020), “What happens when the next crisis hits?” *Canadian Grocer*, May 29, <http://www.canadiangrocer.com/worth-reading/what-happens-when-the-next-crisis-hits-95151>
- McLeod, James (2020), “Can Shopify sell MAGA hats and social justice at the same time? It's about to find out,” *Financial Post*, Technology, June 3, <https://business.financialpost.com/technology/can-shopify-sell-maga-hats-and-social-justice-at-the-same-time-its-about-to-find-out>
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- Hall, Joseph (2020), “All of Toronto will soon be a 'smart city' riddled with sensors, experts say - but who will control the data,” *Toronto Star*, Toronto 2030, <https://www.thestar.com/business/2020/07/16/if-toronto-hopes-to-build-a-smart-city-it-needs-to-learn-from-covid-19-and-failed-sidewalk-labs-venture.html>
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- “US touting TikTok ban,” *Breakfast Television, CityTV*, Toronto, August 6, 2020, <https://www.bttoronto.ca/videos/u-s-touting-tiktok-ban/>
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- Welsh, Moira and Jesse McLean (2020), “Extendicare subsidiary gets taxpayer-funded wage subsidy while dividends paid to shareholders,” *Toronto Star*, Star Investigations, August 15, <https://www.thestar.com/news/canada/2020/08/15/extendicare-subsidiary-gets-taxpayer-funded-wage-subsidy-while-dividends-paid-to-shareholders.html>
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- Vella, Erica (2020), “WE Charity closing operations in Canada,” *Global News*, Toronto, September 9, <https://globalnews.ca/video/rd/0f4dd9fe-f313-11ea-a50c-0242ac110002/?jwsourc=cl>
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- Pazzano, Jasmine (2020), “COVID-19 pandemic a ‘boon’ for legal cannabis in Canada as marijuana industry turns two,” *Global News*, Toronto, October 17, <https://globalnews.ca/news/7402001/canada-cannabis-industry-turns-two/amp/>
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- Yazdani, Tina (2020), “Ontario businesses to non-locals: stay home,” *Breakfast TV*, City News, Toronto, October 23, <https://toronto.citynews.ca/2020/10/22/ontario-businesses-to-non-locals-stay-home/>
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- Hernandez, Jon (2020), “Holiday Travel” *CBC Evening News*, Vancouver, December 19, <https://www.cbc.ca/player/play/1835030595826>
- O'Connor, Joe (2020), “Burning Questions: Will the meal kit craze, sparked by lockdowns and kitchen fatigue, last?” *Financial Post*, Retail and Marketing, Toronto, December 21, <https://financialpost.com/executive/how-kitchen-fatigue-and-restaurant-closures-seeded-the-pandemic-meal-kit-craze>
- Siekierska, Alicja (2020), “Tim Hortons says 2021 will be all about back to basics,” Yahoo Finance, Canada, December 24, <https://news.yahoo.com/tim-hortons-says-2021-will-be-all-about-back-to-basics-090614658.html?guccounter=1>
- Jouan, Hélène (2021), “Au Canada, le cannabis légal a profité à plein du Covid-19,” *Le Monde*, Économie et Entreprise, Paris, le 5 janvier, 15, https://www.lemonde.fr/economie/article/2021/01/04/au-canada-le-marche-du-cannabis-a-profite-a-plein-du-covid-19_6065109_3234.html
- Hall, Joseph (2021), “What kind of city will Toronto be in 2030? Mayor John Tory hopes lessons from the COVID-19 crisis will lead to a bold leap forward,” *Toronto Star*, Toronto, January 11, <https://www.thestar.com/business/2021/01/11/what-kind-of-city-will-toronto-be-in-2030-mayor-john-tory-hopes-lessons-from-the-covid-19-crisis-will-lead-to-a-bold-leap-forward.html>
- McArthur, Jeff (2021), “Starbucks closes 300 Canadian stores,” 640 News, Toronto, January 14, <https://globalnews.ca/toronto/program/jeff-mcarthur/>

- Desjardins, François (2021), “Quelle prochaine cible pour Couche-Tard?” *Le Devoir*, Économie, Montreal, le 19, Janvier, <https://www.ledevoir.com/economie/593528/commerce-de-detail-quelle-prochaine-cible-pour-couche-tard>
- Hall, Joseph (2021), “Why a boom could be here soon,” *Toronto Star*, Business, January 23, B1, B6, <https://www.thestar.com/business/2021/01/23/canadians-are-swimming-in-savings-that-they-are-salivating-to-spend.html>

Papers Presented at Conferences

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

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
 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

Senior Editor: International Journal of Marketing Research

Senior Editor: POMS Operations/Economics interface

Member of Editorial Board: Marketing Science

Member of International Advisory Board: California Management Review

Member of Editorial Board: Recherche et Applications en Marketing

Reviewer for Marketing Journals and Awards: Journal of Marketing Research, Marketing Letters, Journal of Marketing, Marketing Science Institute Annual Awards

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)

Rotman School

- 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 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 (SSHRCC) Doctoral Fellowship
- 1991 Connaught Scholarship (University of Toronto)
- 1991 Ontario Graduate Scholarship

Queen’s University (Pre-PhD studies)

- 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

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 (Introductory Course for the MMA Programme)
- 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

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

- 1) 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.
- 2) 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.

- 3) 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.
- 4) 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).
- 5) 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).
- 6) *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).
- 7) *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).
- 8) 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.
- 9) 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.
- 10) Co-author with G.K. Iyer of *McDowell's Vintage Classic Premium Indian Whisky* (Case) and teaching note (2001 INSEAD published case).

OTHER ACTIVITIES

Institutional Contributions (Rotman, University of Toronto)

- 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.
- On Dissertation Committees of Mohsen Foroughifar, Moein Javadian and Vivek Nandur
- Online Teaching Area Representative (2020-)
- Chair of Specialized Graduate Programme Committee and Recruiting Committee Member for the Marketing Area (2018-)
- 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)

Member of the American Marketing Association

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 Business Design Initiative Advisory Council

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

Explorer Research (Mississauga) Advisory Council

Beth David B'nai Israel Beth Am Board of Directors

Consulting and Outside Activity

- Chaperone for the 2018 March of the Living, Toronto
- 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 IMK Avocats, Montreal, Quebec
- Expert Witness Work for Lenczner Slaght, Toronto, Ontario
- Expert Witness Work for Norton Rose Fullbright, Vancouver, B.C.
- 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

Employment History

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)

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

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