

**Establishing Human Brands:
Determinants of Placement Success for First Faculty Positions in Marketing**

Angeline G. Close
Assistant Professor of Marketing
Department of Marketing
The University of Nevada Las Vegas
4505 Maryland Parkway
Las Vegas, NV 89011
770-833-6622
angeline.close@unlv.edu

Julie Guidry Moulard*
Assistant Professor of Marketing
Department of Marketing
E.J. Ourso College of Business
3119 B Patrick F. Taylor Hall
Louisiana State University
Baton Rouge, LA 70803
225-578-5596
jaguidry@lsu.edu

Kent B. Monroe
J.M. Jones Professor of Marketing Emeritus
University of Illinois at Urbana-Champaign
Distinguished Visiting Scholar
University of Richmond, Richmond VA
4905 Old Millrace Place
Glen Allen, VA 23059
804-716-2395
kentmonroe@verizon.net

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*Contact author

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5 **Establishing Human Brands:**
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8
9 **ABSTRACT**

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11 In this paper, based on primary data spanning five years, we examine factors that influence the
12 entry-level placement of marketing doctoral candidates at U.S. universities and colleges.
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16 Contributing to the emerging research on human brands, we identify marketing doctoral
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18 candidates' intrinsic and extrinsic brand cues that influence their number of AMA interviews,
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20 campus visit offers, and starting base salary. The strongest brand cue is the research productivity
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22 of candidates' doctoral degree-granting departments. A related cue that also predicts initial salary
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24 is the candidates' advisors' research record. Further, when beginning the job search, doctoral
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26 students who have a top research publication, a dissertation proposal defended with data, and
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28 who have attended the AMA-Sheth Foundation Doctoral Consortium receive a substantial entry
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30 salary premium. Based on branding frameworks and theories of academic rewards, this study
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32 adds to the emerging knowledge on both the concept of human brands as well as the growing
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34 literature on issues relating to marketing academia.
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4 Several years ago, two new assistant professors, now well-established scholars, were
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6 observing interviews conducted by their colleagues at the Summer Educators' Conference of the
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8 American Marketing Association (AMA). After several interviews, they began to quietly discuss
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10 the hiring process that they were witnessing. A senior faculty member, noticing their whispering,
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12 asked what was bothering them. Their reply: "We are trying to figure out how we got hired!"
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16 This anecdote highlights some of the mystery surrounding the initial hiring process in
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18 marketing academia. Typically, each year over 100 marketing doctoral students send application
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20 packets to marketing faculties, seeking to obtain interviews at the AMA Summer Educators'
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22 Conference. After these initial interviews, students receive invitations to interview at a few
23
24 universities that may result in one or more offers to join a marketing faculty. Over 20 years ago
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26 during the meetings of the AMA Marketing Thought Task Force (1988) considerable discussion
27
28 ensued regarding this placement process. The passage of time has not mitigated the lack of
29
30 knowledge relative to explaining the placement success of U.S. marketing doctoral students.
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34 Recently several publications in marketing have explored other aspects of the careers of
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36 marketing academics. For instance, Mittal, Feick, and Murshed (2008) found that publications in
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38 top marketing journals had a statistically significant positive effect on salary. Similarly, Seggie
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40 and Griffith (2009) found that marketing faculty promoted to associate professor at the top 10
41
42 academic institutions had published an average of .57 articles in the top marketing journals per
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44 year, whereas faculty members at the top 41-70 institutions had published .26 articles per year in
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46 those same journals. Moreover, to advance our field, studies on academic marketing (including
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48 the placement process) deserves our care, consideration, and cultivation (Wilkie 2005).
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4 We extend recent research on marketing academics' careers by examining how doctoral
5 candidates' "human brand" cues influence their initial academic placement in the U.S. Among
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7 the questions addressed are:
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11 (1) How does a candidate's granting institution act as a corporate brand cue? Specifically,
12 how important is the research productivity of the doctoral degree-granting faculty?
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15 (2) How does a doctoral student's advisor's research record help develop the student's
16 brand, serving as a human co-brand?
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19 (3) How can attending the AMA-Sheth Foundation Doctoral Consortium enhance a
20 candidate's brand equity?
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23 (4) How does publication activity by doctoral students serve as brand cues that
24 influence their initial salaries? Specifically, how much of a salary lift (if any) comes with
25 a publication as a doctoral student?
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28 (5) Where should doctoral students be in the dissertation stage when beginning to search
29 for an academic position? How does this dissertation stage influence their beginning
30 salaries?
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33 While marketing faculty may assume that these brand cues are important in candidates'
34 placement process, no empirical research exists supporting these assumptions. Further,
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36 understanding the relative effect of these factors, as well as their influence on candidates' actual
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38 initial salaries, would be helpful for advising faculty and their doctoral students in managing a
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40 candidate's brand. While extending the research on marketing academics' careers, we also
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42 contribute to recent research on human brands (e.g., Thomson 2006), as a need exists for
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44 understanding human brand management (Fournier 2010). As the first marketing article to
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46 empirically examine human brands, Thomson (2006) found that individuals' needs of autonomy,
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48 relatedness and competence influence attachment towards celebrity brands. However, no
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50 empirical research has explored the specific attributes of human brands (i.e., those that can be
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52 managed) that influence human brand equity. Our study also adds to the literature on building
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4 new brands, particularly since the research on new brand launches has focused primarily on
5 products (e.g., Ataman, Mela, and Heerde 2008; Gatignon, Weitz, and Bansal 1990). Our
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7 research extends both literature streams by uncovering strategies doctoral students can use to
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9 enhance their emerging animate brand and boost their placement success.
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14 To address these five questions, we use a survey of U.S. marketing doctoral candidates
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16 hired by U.S. marketing departments ($n = 315$) over the 2003-2007 period. These data are
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18 augmented with data on the research productivity of both the candidates' degree-granting
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20 marketing faculty and their dissertation advisors. Also, interviews with hiring faculty were
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22 conducted to gain support for the hypothesized factors influencing the success of marketing
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24 doctoral students seeking their initial academic marketing positions.
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28 29 **A HUMAN BRAND PERSPECTIVE OF MARKETING FACULTY** 30

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32 Broadly defined a brand is a trade marketable visual or verbal piece of information (cue)
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34 that *identifies* and *differentiates* a product or service. Traditionally, brands have been associated
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36 with businesses, products, organizations, or services, but today researchers recognize that brands
37
38 can also be human (Fournier 2010; Hirschman 1987; Thomson 2006). Human brands refer to the
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40 persona, well-known or emerging, who are the subject of marketing, interpersonal, or inter-
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42 organizational communications.
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46 Similar to celebrity brands (e.g., Martha Stewart), athlete brands (e.g., Michael Jordan),
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48 and CEO brands (e.g., Steve Jobs), scholars can also be thought of as human brands.
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50 Specifically, marketing faculty and doctoral candidates may be considered as human brands
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52 because they: 1) can be managed and 2) have additional associations and features of a brand
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54 (Thomson 2006). Indeed, doctoral candidates, their advisors and their faculty attempt to manage
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56 these candidate brand associations with the hope of enhancing the candidates' brand image and
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4 brand equity. These human brand associations of doctoral candidates include their attributes,
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6 benefits, and attitudes (Keller 1993). Candidates' attributes, their descriptive features that
7
8 characterize their brand, may include their demographics, areas of expertise, publications,
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10 granting institution, advisor, teaching expertise, and managerial experience. Candidates' benefits
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12 are what potential faculty employers perceive they can gain from hiring a candidate with certain
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14 attributes (Keller 1993), such as a research productive scholar, a highly competent teacher, or a
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16 collegial co-worker. On the broadest level, candidates' brand attitudes are the overall evaluations
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18 of their brand and are a function of their related attributes and benefits salient to the brand. This
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20 attitude, in turn, influences brand choice, or hiring a particular candidate.
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26 An important assumption in this paper is that hiring faculties' attitude towards candidates
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28 primarily is driven by a specific brand benefit—the candidate's research potential. The theory of
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30 universalism suggests that since knowledge production is an institutionalized goal of academia,
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32 research publications should lead to academic awards (e.g., funding and status) (Merton 1942).
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34 As such, we assume that assessments of candidates' research potential, or their perceived quality
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36 in terms of their research and publishing capabilities, influences faculty's hiring decisions. In the
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38 next section, using the intrinsic-extrinsic cue dichotomy, we develop a framework that proposes
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40 certain brand cues positively influence perceived candidate quality and thus placement success.
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45 46 **EXTRINSIC AND INTRINSIC HUMAN BRAND CUES INFLUENCING INITIAL** 47 **MARKETING FACULTY PLACEMENT** 48

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50 When evaluating a product's quality, consumers often face uncertainty and, thus, use a
51
52 variety of cues to form their quality perceptions (Kirmani and Rao 2000). Consumers rely on
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54 such cues more heavily when the product is a new, emerging brand, as uncertainty is greatest in
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56 this context. As with inanimate product brands, information about doctoral candidates' emerging
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58 human brands is imperfect leading to uncertainty as to their quality in terms of their research
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4 skills and productivity. Further, doctoral candidates can be conceptualized as experience goods,
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6 since their actual quality often cannot be assessed until after (sometimes long after) the
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8 candidates are hired (Nelson 1970).
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11 Adapting concepts from previous brand and quality perception research, we categorize
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13 doctoral candidates' brand attributes that may influence quality perceptions into intrinsic and
14
15 extrinsic cues (Jacoby, Olson and Haddock 1971; Rao and Monroe 1988; Teas and Agarwal
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17 2000). This categorization is consistent with Keller's (1993) distinction between product-related
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19 and non-product related brand attributes. When evaluating candidates, hiring faculties often rely
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21 on these cues as indicators of future success in research. These intrinsic and extrinsic cues help
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23 shape the candidates' brand image that may be used to infer their quality. As depicted in Figure 1,
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25 the intrinsic cues are the candidates' attributes that provide direct evidence of their quality, and
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27 include 1) their previous research productivity and 2) dissertation progress. Extrinsic cues are
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29 attributes that provide indirect evidence of candidates' quality. These extrinsic cues suggest or
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31 imply quality by "certifying" the candidates' potential abilities and include: 1) the research
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33 productivity of the marketing faculty of the doctoral-granting university, 2) the research
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35 productivity of their advisors, and 3) whether applicants had been selected by their faculty to
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37 attend the AMA-Sheth Foundation Doctoral Consortium.
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46 -Insert Figure 1 here-
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48 Figure 1 also depicts the three stages of the academic placement process in the U.S.: 1)
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50 AMA interviews, 2) campus visits, and 3) the salary of the accepted offer. Since candidates'
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52 intrinsic and extrinsic cues indicate their quality, these cues should positively influence AMA
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54 interviews, campus visits, and salary. Moreover, there is a sequential flow of influence of these
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56 stages in the process as well as the specific variables themselves. That is, there will be a positive
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4 relationship between the number of AMA interviews and receiving offers to visit campuses for
5 additional interviews. Then, there will be a positive relationship between the number of
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7 campuses visited and the salary offer accepted by the candidates. As shown in Figure 1, there are
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9 other covariates that are explained below. We argue that extrinsic cues typically are perceived
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11 first by hiring faculty and have a stronger influence on AMA interviews. Intrinsic cues about the
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13 applicants are revealed after the vitae have been reviewed by hiring faculty in preparation for the
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15 AMA interview, and then more intensively during the interviews and campus visits.
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21 To gain insights into the interviewing and hiring of graduating doctoral students for
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23 faculty positions, we interviewed faculty. These interviews provide insight for hypotheses in
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25 addition to the extant literature. The interviews also covered aspects of candidate-faculty fit with
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27 respect to the brand of the doctoral-granting institutions and their candidate consideration set.
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29 We interviewed 13 faculty members who are experienced in hiring via service on a recruiting
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31 committee for a new assistant professor of marketing, or as an administrator who has hired new
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33 faculty. Since these interviewees rely on their experience from multiple faculty positions, their
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35 collective hiring experience spans over 40 institutions covering a spectrum of universities,
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37 varying on research orientation, teaching orientation, existence of a doctoral program, and
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39 funding (i.e., public vs. private). The set of informants ranges from associate professor to full
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41 professor and includes department heads and deans.
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48 **Extrinsic Human Brand Cues**

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51 *Doctoral-granting faculty's research productivity.* The students' faculty's research
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53 productivity is categorized as an extrinsic cue since it is not direct evidence of the candidates'
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55 qualities but rather suggests their abilities via "certification." In essence, the research
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57 productivity reputation of the doctoral-granting faculty is analogous to a corporate brand, given
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4 the granting-school faculty “produces” the candidate. This granting-school corporate brand, thus,
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6 serves as an endorsement of the candidate (Laforet and Saunders 1994). Previous research
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8 indicates that corporate brand image (or corporate associations) is comprised of both corporate
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10 ability (the expertise in producing and delivering the product) and corporate social responsibility
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12 (the company’s character) (Brown and Dacin 1997). We suggest a degree granting faculty’s
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14 research ability and publication success (i.e., its corporate ability) are likely its primary corporate
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16 association. Given that consumers use information of the corporate brand associations to make
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18 inferences about brand attributes, particularly in new product contexts (Brown and Dacin 1997),
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20 hiring faculty likely use the granting-school corporate brand (signaled by their research
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22 productivity) to infer the quality of a doctoral candidate. Because most doctoral candidates have
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24 no journal publications and a limited research program, making hiring faculty’s quality
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26 assessments difficult, this extrinsic human brand cue is expected to have a considerable effect on
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28 placement. Further, hiring faculty members are overloaded with information about the candidates
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30 (often over 100 applicants) and may use the granting university’s corporate brand as a heuristic
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32 when narrowing to a smaller set of applicants. Indeed, one hiring professor indicated:

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36 The brand is important to get into the first round (AMA interviews); it plays a lesser role
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38 as the job search progresses (into campus visits, offers).
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40 [Professor, Public Research University].

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42 Thus, we predict the following:

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46 *H₁: The research productivity of doctoral-granting faculties is positively associated with*
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48 *doctoral students’: a) number of AMA interviews, b) number of on-campus visits, and c)*
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50 *starting salary.*

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54 *Advisor’s research productivity.* As with the granting faculty’s research productivity, the
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56 research productivity of candidates’ dissertation advisors also is indirect evidence of the
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58 candidates’ qualities. In essence, the advisor serves as the candidate’s human co-brand. Co-
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4 branding is the combining of two or more individual brands, products, or other distinct
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6 proprietary assets (Rao and Ruckert 1994). By extension, we define *human co-branding* as the
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8 combination of two individual (human) brands. The co-brand and brand alliance literature
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10 indicate that a co-brand may positively influence quality perceptions of unobservable product
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12 attributes of a partner brand (Rao and Ruckert 1994). Further, the positive effect of the brand
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14 alliance to a partner is particularly strong when the partner is a low familiar brand (Simonin and
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16 Ruth 1998). As such, positive associations with the advisor's brand, such as perceived ability or
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18 expertise (Aaker and Keller 1990) and differentiation and enhanced equity (Desai and Keller
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20 2002), will likely transfer to the doctoral candidate's brand, especially since the candidate is
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22 relatively unknown. The theory of cumulative advantage also suggests that a candidate's advisor
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24 is a source of variation for an initial placement (Long and McGinnis 1985; Williamson and
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26 Cable 2003). Thus, the brand of the doctoral candidate's advisor is an extrinsic cue signaling the
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28 quality of a student's doctoral training.
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36 *H₂: The doctoral students' advisors research productivity is positively associated with*
37 *the students': a) number of AMA interviews, b) number of on-campus visits, and c)*
38 *starting salary.*
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41 *Doctoral consortium attendance.* Each year, marketing faculties nominate one of their
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43 advanced doctoral students to attend the AMA-Sheth Foundation Doctoral Consortium.
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45 Attendance at the AMA consortium may provide an advantage to the student since hiring
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47 faculties may perceive that attendance signals that the candidate is a promising scholar.
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49 Consortium attendance is an extrinsic cue, as it is not direct evidence of the candidate's quality
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51 but, similar to a corporate brand and a co-brand, may serve to signal candidates' abilities:
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56 By being the consortium representative...it is a signal to the hiring faculty that you are a
57 good prospect.... By going to consortium, you are "best in breed". [Department Head,
58 Public University without Doctoral Program]
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4 Thus, among placements in the U.S.:

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7 *H₃: There is a positive relationship between attendance at the AMA-Sheth Foundation*
8 *Doctoral Consortium and doctoral students': a) number of AMA interviews, b) number of*
9 *campus visits, and c) starting salary.*

10 11 **Intrinsic Human Brand Cues**

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14 *Doctoral students' research productivity.* While extrinsic cues provide indirect evidence
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16 of doctoral candidates' quality, candidates' research productivity is classified as an intrinsic cue
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18 that provides more direct evidence of their quality. Cue utilization theory suggests that some
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20 cues have higher predictive values and confidence values than other cues (Olson 1977;
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22 Richardson, Dick, and Jain 1994), and that cues with such high values receive the most weight
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24 when assessing quality. The predictive value of a cue is associated with the degree that
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26 evaluators relate the cue to quality. Given few doctoral students have publications in the top
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28 journals, and given the low acceptance rates at many journals, candidate publications may be
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30 perceived by hiring faculty as high in predictive value of future publication success. The
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32 confidence value of a cue reflects the confidence people have in their ability to judge a cue
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34 accurately. Thus, faculty members may feel that their quality assessment of candidates'
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36 publications in a particular journal is accurate given the double-blind review process used by
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38 most journals. Further, journal ranking studies provide some consensus of the relative quality of
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40 marketing journals and likely increase confidence that a candidate's publication in a specific
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42 journal is of a certain quality.

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50 The notion of a cue's confidence value is consistent with the theory of universalism that
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52 predicts that publications lead to academic rewards. Merton (1942) argued that, since producing
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54 knowledge is an institutionalized goal of academia, individual rewards should be based on each
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56 scholar's contribution to knowledge. The norm of universalism refers to standard, universal
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58 criteria for evaluating the quality of scientific work so that evaluation in one place and time is
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4 similar to that elsewhere. That is, a *Journal of the Academy of Marketing Science* publication is a
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6 universal criterion since faculty members perceive the quality of the publication similarly. Hence,
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8 doctoral students exhibiting these universal criteria (i.e., publications) are expected to receive
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10 academic rewards (job interviews, campus visits, and starting salary). Consistent with our
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12 prediction, previous research grounded in the theory of universalism has found that publishing
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14 success is important for attaining an initial academic placement (Burriss 2004; Cole and Cole
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16 1973; Hagstrom 1971). Research studying the initial job market in the other business disciplines
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18 has also suggested the importance of candidates' research record, finding that it positively
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20 influences the initial interviews (Carson and Navarro 1988; Iyer and Clark 1999) and salary
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22 (Bertin and Zivney 1991; Taube and MacDonald 1989).
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29 In addition to publications in peer-reviewed marketing journals, revision opportunities
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31 with such journals should also enhance placement success, as this also serves as a quality cue
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33 given most candidates' limited research record. Finally, success in presenting papers at major
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35 conferences would also indicate research skills and motivation:
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39 Research potential is based on projects in addition to the dissertation. For instance,
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41 working papers, presentations at conferences, and so forth. The candidates we brought in
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43 all had publications. They also have work in progress, over and beyond the dissertation.
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45 This shows a commitment to research excellence at all levels. Those factors are the
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47 hallmarks of the candidate. [Hiring Faculty, Research University]

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49 Thus, research beyond the dissertation should enhance success in the initial job search:
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53 *H₄: There is a positive relationship between doctoral students' research activity*
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55 *(revisions and publications in marketing journals and proceedings) and their: a) number*
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57 *of AMA interviews, b) number of campus visits, and c) starting salary.*

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59 *Dissertation progress.* Candidates' progress on their dissertations is classified as an
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61 intrinsic cue. A defended dissertation proposal is direct evidence of a student's work and
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63 progress toward the doctorate. The probability that the dissertation will be finished by the
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4 beginning of the job was of great importance to nearly a third of hiring economics departments
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6 (Carson and Navarro 1988). Further, and related to the perceived brand quality of the candidate,
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8 the proposal allows hiring faculty to gain knowledge of candidates' capabilities. It is often
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10 included in candidates' application packets. Additionally, students who have collected data are
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12 able to present their data at AMA and campus interviews, again providing hiring faculty direct
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14 evidence of their abilities. Generally, candidates who have made progress are better able to
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16 communicate their research than those who are just starting the proposal.
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21 Further, it is likely that the both the predictive and confidence values of this quality cue
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23 increase throughout the hiring process. Dissertation progress will be more diagnostic later during
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25 the campus visits. Then, faculty will have opportunities to question candidates about their
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27 research, and candidates will have more time to present and discuss their research. As such,
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29 problems with the dissertations early in the dissertation stage will become more apparent during
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31 campus visits. Additionally, the confidence value of the quality cue likely increases throughout
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33 the employment process as well. Hiring faculty judge fewer and fewer applicants as the hiring
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35 process unfolds. Initially faculty may sift through 70-100 applications when deciding whom to
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37 interview at AMA, conduct 20-30 AMA interviews, and invite only two or three candidates to
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39 campus. Thus, hiring faculties likely have more confidence in their assessments of the candidates
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41 further in the process since they are judging fewer applicants. Therefore:
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48 *H₅: There is a positive relationship between doctoral students' dissertation progress and*
49 *their: a) number of AMA interviews, b) number of campus visits, and c) starting salary.*
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51 **METHODS**

52 **Surveys of Newly Hired Assistant Professors**

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54 In addition to the hiring faculty interviews, five annual surveys of marketing doctoral
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56 students who had recently accepted assistant professor positions were conducted (2003-2007).
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4 To reach the study population, a link to an online survey was sent via electronic listservs.
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6 Informants must have accepted a tenure-track position in marketing to begin the following
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8 summer or fall. Our analyses focus on informants who both received a doctorate in marketing
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10 from a U.S. university and had accepted a position in a marketing department at a U.S. university.
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12 We focus on U.S. universities for three reasons: 1) to minimize heterogeneity across doctoral-
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14 granting institutions; 2) to be able to verify the representativeness of the sample; and 3) to
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16 leverage the longer tradition of marketing doctoral training in the U.S. as well as research
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18 expectations for faculty. This longer tradition provides historical bases for several of the
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20 independent variables in our framework (e.g., the AMA-Sheth Foundation Doctoral consortium
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22 began in 1966). After removing survey participants who did not meet sampling criteria (e.g.,
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24 non-tenure track positions, non-marketing or non-U.S. placements), the total sample size is 315.
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26 For consistency, informants reported the information from their vita at the time of their AMA
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28 interviews during the relevant Summer Educators' Conferences.
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36 **Surveys of Doctoral Coordinators and Department Heads**

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39 To assess the representativeness of the data set, we compiled the population of the
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41 marketing doctoral candidates at U.S. universities who sought academic positions during the
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43 time of study. Doctoral program coordinators or department heads at all U.S. schools that
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45 offer/have offered a doctoral program in marketing provided a list of their students who had
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47 sought academic positions during the survey period as well as the institution for each student's
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49 initial placement. Ultimately, we received responses from 78 institutions. We sent an online
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51 questionnaire to AMA-Sheth Foundation Doctoral Consortium attendees from the 16 non-
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53 responding schools. These students provided the names of their cohorts from their university
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4 who went on the market when they did. For any missing information, we searched departmental
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6 websites and made phone calls to departments.
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9 We estimate that approximately 600 marketing doctoral students from U.S. universities
10 sought an academic position in a U.S. university or college during 2003-2007. The sample ($n =$
11 315) represents 53 percent of the doctoral students from U.S. universities who obtained entry-
12 level academic positions in the U.S. during 2003-2007. The other 47 percent either chose not to
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14 share their market outcomes or did not meet the sampling criterion of accepting a tenure-track
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16 job in a U.S. marketing department (e.g., stayed for another year in the doctoral program, did not
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18 receive a marketing academic position). Further, this sample represents public and private
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20 universities, similar to the profile of U.S. marketing departments.
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29 **Dependent Variables**

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31 There are three dependent variables in the analyses: the number of interviews completed
32 at the AMA Summer Educators' Conference, the number of campus visits offered by universities,
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34 and the nine-month salaries of accepted offers. We used the Consumer Price Index to adjust
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36 starting salaries for the years prior to 2007, so all of the salary figures are reported in 2007
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38 dollars. This adjustment allows for a direct comparison of actual salaries in constant monetary
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40 amounts and removes inflation as an explanation for salary differences. Consequently, for 2003
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42 salaries are 114 percent of the reported dollar amounts, for 2004 salaries are 111 percent of the
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44 reported amounts, for 2005 salaries are 108 percent of the reported amounts, for 2006 salaries are
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46 103 percent of the actual salaries, and the 2007 salaries are actual amounts.
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Independent Variables

The independent variables are: research productivity of the doctoral-granting faculty, the advisor's publication record, and AMA-Sheth Foundation doctoral consortium attendance as extrinsic cues. The intrinsic cues are candidates' research productivity and dissertation progress.

Research productivity of the doctoral-granting faculty. To determine the research productivity of the doctoral-granting faculty (proxy for faculty research reputation), we used the University of Texas at Dallas School of Management's Top 100 Business School Research Rankings™. This database includes the number of articles produced by each business school, searchable by select journals and time periods. The ranking by journal feature generates the top 100 business schools publishing in selected journals, as well as an index score representing the number of articles published by that department adjusted for the number of co-authors. We ranked U.S. universities based on publications from 1996-2007 in the four marketing journals in the database: *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, and *Marketing Science*. Because some doctoral-granting faculties were not in the top 100, we calculated the non-ranked schools' index scores.

Advisor's research productivity. Using the Dissertation Abstracts Database, we looked up the advisor for each of the 315 doctoral students. Approximately 90 percent of the students were in this database. If the advisor was not apparent, we read the dissertation's acknowledgements page, or contacted the school. When a student had co-advisors we used the advisor with the stronger research record, consistent with our hypothesis that a strong advisor is a brand cue. Then, via the EBSCOhost/Business Source Complete database, we determined the advisors' number of publications in top marketing journals through 2007: *Journal of Academy of Marketing Science*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer*

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4 *Research, Journal of Retailing, and Marketing Science*. This number ranged from zero to 45,
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7 with an average of nine publications. Non-refereed publications were excluded.

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9 *Doctoral consortium attendance.* Informants indicated whether or not they had attended
10
11 the AMA-Sheth Foundation Doctoral Consortium.

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14 *Candidates' research productivity.* The doctoral candidates' research productivity is
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16 conceptualized as an intrinsic cue. Students indicated the number of academic marketing-related
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18 conferences that they had made a presentation or published a proceedings paper at the time of the
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20 AMA interviews. They also indicated how many of their papers: 1) had been accepted for
21
22 publication or had been published and 2) had progressed successfully past the first round of
23
24 reviews. These two questions were asked for the same six marketing journals used to determine
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26 advisors' research productivity. These questions were also asked for all other peer-reviewed
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28 marketing journals (i.e., candidate provided their total number of manuscripts for each of these
29
30 two categories). In grouping the journals, it is important to consider six journals (e.g., versus a
31
32 more conservative three or four) here due to the very low frequency of doctoral students
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34 publishing in top ranked marketing journals. This set of journals is consistent with previous
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36 studies (Bakir, Vitell and Rose 2000; Baumgartner and Pieters 2003; Hult, Neese, and Bashaw
37
38 1997; Hult, Reimann, and Schilke 2009; Tellis, Chandy and Ackerman 1999). For instance, Hult,
39
40 Neese, and Bashaw (1997) and Hult, Reimann, and Schilke (2009) ranked these journals among
41
42 the top based on their importance in disseminating scholarly marketing knowledge via both an
43
44 importance/prestige index and a popularity/familiarity index. These journals are considered
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46 among the most readable (Hofacker, Gleim, and Lawson (2009). Our list includes the five most
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48 cited marketing journals (*Journal of Marketing, Journal of Consumer Research, Journal of*
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50 *Marketing Research, Marketing Science, and Journal of the Academy of Marketing Science*),
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4 accounting for 66.5 percent of citations in marketing doctoral course syllabi (Bauerly and
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6 Johnson 2005). Finally, the *Journal of Retailing* ranked third among marketing journals in the
7
8 2007 SSCI impact ratings.
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11 *Dissertation progress.* Informants provided the status of their dissertation when they
12
13 interviewed at Summer AMA. The students classified their progress by choosing either: 1) the
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15 proposal was not defended, 2) the proposal was defended, but no data were collected, or 3) the
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17 proposal was defended and data had been collected. Initially we used ANOVA to determine if a
18
19 group(s) was statistically different from the others on the dependent variables. Dissertation
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21 progress had a statistically significant effect ($F [2, 312] = 6.36, p < .01, \eta = .20$ for AMA
22
23 interviews; $F [2, 312] = 4.92, p < .01, \eta = .17$ for campus visits offered; and $F [2, 312] = 24.75, p$
24
25 $< .001, \eta = .37$ for nine-month salary). Post-hoc tests (LSD) indicated that the defended proposal
26
27 with data group was statistically different from the other two groups across all three dependent
28
29 variables ($p < .05$). Specifically, those who had defended their proposal *and* had collected some
30
31 data (Stage 3) received more interviews and campus visit offers and accepted a higher salary.
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38 To understand dissertation progress within the context of the other variables, dummy
39
40 coding was used. Since the defended proposal with data group had a significantly larger number
41
42 of AMA interviews and campus visits and a higher salary than the other two groups, this group
43
44 served as the base group. The other two groups were coded as dummy variables and their
45
46 coefficients represented differences from the defended proposal with data group.
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50 **Covariates**

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53 Several covariates are included in the analyses as they may influence one or more of the
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55 dependent variables. Also, we view the three stages of the placement process to be related in
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57 specific ways (depicted in Figure 1).
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4 *Application letters.* We consider the number of application letters and packets as a
5
6 covariate for the number of interviews the candidates received at the AMA conference. These
7
8 packets often include the candidates' vitae, recommendation letters and perhaps writing samples.
9
10 It is expected, *ceteris paribus*, that the more applications sent out, the more interviews an
11
12 applicant will receive.
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16 *Number of AMA interviews.* We expect that there will be a positive relationship between
17
18 the number of AMA interviews doctoral students received and the number of campus visits
19
20 offered. Thus, the number of AMA interviews was used as a covariate for the regression
21
22 explaining the number of campus visits a candidate was offered after the AMA interviews.
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26 *Cost of living.* The cost of living varies throughout the U.S., ranging approximately from
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28 20 percent below the national average (Joplin, MO) to 50 percent above the national average
29
30 (Manhattan, NY). Thus, we use the cost of living index in the area surrounding the hiring
31
32 institution as a covariate for the dependent variable of salary. The Cost of Living Index (COLI)
33
34 is compiled quarterly and measures regional differences in the cost of consumer goods and
35
36 services for households. To stay competitive, institutions in costly areas may consider COLI
37
38 when establishing starting salaries.
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43 *Campus visits accepted.* We also expect a relationship between number of campus visits
44
45 accepted and salary. Similar to the relation between number of AMA interviews and campus
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47 visits offered, the more campus visits a candidate takes, *ceteris paribus*, the higher a salary offer
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49 a university will need to offer to be competitive.
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53 *Public versus private hiring university.* Another issue expected to influence the salaries
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55 offered is whether the hiring university is a publicly supported or privately financed institution. It
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57 has been suggested that salaries offered by private universities to newly hired marketing assistant
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4 professors would be higher than those offered by public universities. In part, this expectation
5
6 reflects the theory of cumulative advantage in that most private universities are believed to have
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8 more resources to offer faculty that they want to hire, including aspects of research support.
9

10 11 **RESULTS AND ANALYSES**

12 13 **Descriptive Results**

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15 In the interval of 2003-2007, on average 76.8 percent of respondents did *not* have major
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17 research papers past first review; and on average 85.4 percent did *not* have any major research
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19 papers accepted. A majority of the sample (60 percent) had no other journal publications.
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23 Regarding publication activity in other marketing journals, on average 77.5 percent did not have
24
25 other research papers past first review. Table 1 includes a cross tabulation of these publication
26
27 statistics by year. For dissertation progress (Table 2), overall, more students (49.8 percent) had
28
29 defended their proposal with some data collected relative to any other category. Interestingly, the
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31 percentage of students going on the market with some data has risen each year. Last, a majority
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33 (58%) attended the AMA-Sheth Foundation Doctoral Consortium (Table 2).
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39 Table 3 includes means and medians for each of the continuous variables. The weighted
40
41 mean for research productivity of the doctoral-granting faculty ranged between 12.83 and 14.14
42
43 across the five years. On average, advisors published between 9.22 and 10.69 articles in the six
44
45 major marketing journals. The mean number of conference proceedings ranged from 3.73 to 4.94.
46
47 The means for the dependent variables over the five years ranged between: 16.91 and 20.49 for
48
49 number of AMA interviews; 5.99 and 7.06 for number of campus visit offers; and \$104,253.88
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51 to \$109,666.39 in 2007 dollars for average accepted nine-month salaries. The correlation matrix
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53 is presented in Table 4. The examples of reasonably high correlations between granting faculty's
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4 research productivity and salary is expected. Further, it makes sense that the more campus visits
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6 one receives, the greater the opportunities to accept a job offer with a higher salary.
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9 -Insert Tables 1, 2, 3, and 4 about here-
10

11 **Hierarchical Regression Analyses**

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14 Overall, hierarchical regression is appropriate as different covariates impact only some of
15 the dependent variables. Thus, a separate hierarchical regression analysis was conducted for each
16 dependent variable (AMA interviews, campus visit offers, and salary). For the analysis with
17 AMA interviews as the dependent variable, we entered the number of application packets sent as
18 a covariate. For the campus visit analysis, we entered the number of AMA interviews as a
19 covariate. For the salary analysis, we entered the number of accepted campus visits, Cost of
20 Living Index (COLI), and whether the hiring university was public or private as covariates.
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31 Hierarchical regression is also appropriate for examining the effects of the intrinsic and
32 extrinsic cues. We proposed that these cues would be more relevant for different stages of the
33 hiring process. For AMA interviews, the extrinsic cues (doctoral-granting faculty research
34 productivity, advisor productivity, and doctoral consortium attendance) were entered prior to the
35 intrinsic cues (the publication variables and dissertation progress). For campus visit offers and
36 nine-month salary, the intrinsic cues were entered prior to the extrinsic cues. The main results are
37 reported in Table 5; each step is labeled model 1, 2 or 3. Standardized beta coefficients are
38 reported for all three dependent variables to assess the relative importance of each variable. The
39 unstandardized coefficients are reported to assess the tangible effects on the dependent variables.
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53 --Insert Table 5 about here--
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55 *Testing of assumptions, reliability, and validity.* To establish that our data met the
56 assumptions for hierarchical regression, tests to ensure the best, unbiased, linear estimates were
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4 conducted. Histograms indicate normality and the P-P plots show linearity. To check for
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6 homoscedasticity, we analyzed partial scatter plots of the residuals of the dependent variables
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8 and each of the predictors with both variables regressed separately on the remaining predictors.
9
10 The scatter plots show no obvious curvatures or non-linear patterns. The dots are scattered
11
12 randomly throughout and are evenly dispersed around zero, although there are a few exceptions
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14 at +2 and +3 for the campus visits offered and salary variables. Thus, it is reasonable to conclude
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16 that the assumptions of the regression analysis have been met.
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21 Further, we tested for multicollinearity by examining the maximum variance inflation
22
23 factor (VIF). Multicollinearity is problematic for interpreting regression results when the
24
25 maximum VIF is above 10 (Hair et al. 1998); however multicollinearity is not an issue here as
26
27 the largest across the three main analyses is 1.6. Furthermore, we employed procedures to
28
29 validate our survey data, including checking for non-response bias. Common method variance in
30
31 the doctoral students' surveys is unlikely to be a problem because the data sought were factual in
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33 nature and concrete rather than abstract (Malhotra, Patil, and Kim 2007). To further validate the
34
35 hierarchical regression results, we conducted stepwise regression and the results were consistent.
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41 *Determinants of number of AMA interviews.* In the regression analysis explaining the
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43 number of AMA interviews received, model 1 included the covariate of the number of
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45 application letters sent to prospective schools. This model was statistically significant with a ΔR^2
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47 of .25 ($p < .001$). The number of application letters was statistically significant in predicting the
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49 number of AMA interviews ($beta = .50, p < .001$).
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53 For model 2, the extrinsic cue variables of granting faculty research productivity, advisor
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55 research productivity, and doctoral consortium attendance were then entered into the analysis
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57 and the ΔR^2 was significant ($\Delta R^2 = .06, p < .001$). The research productivity of the granting
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4 faculty was significant supporting H_{1a} ($beta = .20, p < .001$). Consortium attendance, H_{3a}, was
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6 also significant ($beta = .12, p < .05$). The unstandardized beta coefficient suggests doctoral
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8 consortium attendees garner 2.39 more interviews than non-attendees. The advisor's research
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10 productivity, H_{2a}, was not significant.
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14 For model 3, the intrinsic cue variables were entered into the analyses, and these included
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16 the five candidates' research productivity variables and the two dissertation progress dummy
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18 variables. The change in R^2 for model 3 was significant ($\Delta R^2 = .04, p < .01$). Of the five
19
20 candidates' research productivity variables, only major journal manuscripts past first review was
21
22 significant ($beta = .17, p < .001$), providing partial support for H_{4a}. The unstandardized beta
23
24 coefficient suggests that a manuscript past first review at a major journal leads to 2.56 additional
25
26 interviews. The other candidates' publication variables (H_{4a}) and the dissertation progress
27
28 variables (H_{5a}) were not significant. In sum, the number of application letters sent out, the
29
30 research productivity of the doctoral-granting faculty, AMA consortium attendance, and having a
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32 major journal manuscript past first review help explain differences in the number of AMA
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34 interviews doctoral candidates received.
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41 *Determinants of number of campus visits offered.* Considering campus visit offers as the
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43 dependent variable, model 1 was statistically significant ($\Delta R^2 = .34, p < .001$), and number of
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45 AMA interviews was statistically significant ($beta = .58, p < .001$). The unstandardized beta
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47 coefficient of .24 suggests that, for approximately every four AMA interviews, candidates
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49 received one campus visit offer.
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53 Model 2, which now includes the intrinsic cue variables, was not statistically significant
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55 ($\Delta R^2 = .02, p > .10$). Similarly, model 3, which included the extrinsic cue variables, was not
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4 statistically significant ($\Delta R^2 = .00, p > .10$). These results suggest that, for campus visit offers as
5
6 the dependent variable, none of the substantive hypotheses were supported.
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10 *Determinants of nine-month salary.* Model 1, which included the three covariates of
11
12 campus visits accepted, cost of living index (COLI), and public versus private hiring school, was
13
14 significant ($\Delta R^2 = .32, p < .001$). Only the number of campus visits accepted covariate had a
15
16 significant and positive effect on nine-month salary ($beta = .53, p < .001$).
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20 Model 2, which included the intrinsic cue variables, was also significant ($\Delta R^2 = .13, p$
21
22 $< .001$). Considering the candidate's research productivity, as hypothesized, having a publication
23
24 at a major marketing journal had a statistically significant positive effect on nine-month salary
25
26 ($beta = .24, p < .001$), partially supporting H_{4c}. Specifically, a candidate's salary increased by
27
28 \$7,974.78 per publication in a major marketing journal. However, the other publication variables
29
30 were not statistically significant. The two dummy variables associated with dissertation progress
31
32 (proposal not defended and proposal defended with no data) were also entered into Model 2, and
33
34 both variables had a significant negative effect on salary ($beta = -.20, p < .001$; $beta = -.16, p$
35
36 $< .01$, respectively), supporting H_{5c}. Specifically, candidates who had not defended their proposal
37
38 received a salary that was \$7,486.11 less than those who defended their proposal and had
39
40 collected some data (the dummy coding reference group). Candidates who defended their
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42 proposal but did not have data received a salary that was \$5,858.88 less than those who defended
43
44 their proposal and had collected some data.
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51 For model 3, research productivity of the granting school, advisor research productivity,
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53 and doctoral consortium attendance were entered into the analyses. The change in R^2 was
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55 statistically significant (ΔR^2 of .16, $p < .001$). After controlling for the covariates and the
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57 intrinsic cues, the research productivity of the degree-granting faculty was significant ($beta = .37,$
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4 $p < .001$), supporting H_{1c}. The research productivity of the candidate's advisor was also
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6 significant ($beta = .15, p < .001$), supporting H_{2c}. Lastly, attendance at the doctoral consortium
7
8 was significantly related with nine-month salary ($beta = .17, p < .001$) supporting H_{3c}. In more
9
10 concrete terms, candidates attending the consortium received a salary that was \$5,565.89 greater
11
12 than those who did not, as indicated by the unstandardized coefficient.
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16 In sum, beyond the covariates, nine-month salary was significantly enhanced by
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18 publishing a manuscript at a major marketing journal, defending one's dissertation proposal with
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20 data collected, earning the doctorate from a university with a research productive marketing
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22 faculty, having a research productive advisor, and attending the AMA-Sheth Foundation
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24 Doctoral Consortium. However, publication activity other than a publication at a major journal
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26 did not have a significant influence on nine-month salary.
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30 31 **Additional Analyses** 32

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34 *Split by teaching load of hiring institution.* To consider any differences in what cues are
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36 most important depending on the teaching load of the hiring department, we conducted
37
38 hierarchical regressions split by the teaching load of the hiring department. Teaching loads were
39
40 categorized as three or fewer sections per academic year (more research-intensive schools) or
41
42 more than three sections an academic year. Many findings from this additional analysis are
43
44 consistent with the above results; thus, we discuss any differences between the two groups.
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49 For explaining the number of AMA interviews, the split indicates important differences
50
51 when considering the extrinsic cues. Namely, the set of extrinsic cues was significant only for
52
53 the lighter teaching load departments ($\Delta R^2 = .17, p < .001$). For this group, research productivity
54
55 of the granting faculty and consortium attendance had a positive effect on the number of AMA
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57 interviews ($b = .19, beta = .35, p < .001; b = 3.37, beta = .17, p < .05$, respectively). Considering
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4 the intrinsic cue variables, the change in R^2 was significant for only the heavier teaching load
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6 group ($\Delta R^2 = .05, p < .05$). Specifically, a manuscript past first review at a major journal had a
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8 positive effect on the number of AMA interviews ($b = 2.94, \beta = .14, p < .05$).
9

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11 There were no significant differences explaining campus visit offers. For salary, having a
12
13 major journal publication was significant for the lighter teaching load group ($b = \$7,993.22, \beta$
14
15 $=.32, p < .001$), but not the heavier teaching load group. This result may be because very few
16
17 doctoral candidates with a major publication in hand joined a faculty with a heavier teaching
18
19 load. On the other hand, having a manuscript past first review at a major journal was significant
20
21 for the heavier teaching load group ($b = \$4,707.95, \beta = .16, p < .01$). Finally, advisor
22
23 productivity and consortium attendance had an effect for the heavier teaching load departments
24
25 ($b = \$369.91, \beta = .21, p < .01; b = \$6,084.51, \beta = .22, p < .001$).
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31 *Influence of publishing in major journals.* As indicated above, of the five variables
32
33 associated with a candidate's research productivity, two were statistically significant:
34
35 manuscripts published and manuscripts past first review at a major journal. However, fewer than
36
37 20 percent of students had published or had a manuscript past first review at a major journal. It is
38
39 possible that once those candidates with publications or manuscripts past review at these journals
40
41 are removed from the data set, other publication variables may become statistically significant.
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45 Therefore, we re-ran the same hierarchical regressions using two samples: in sample 1,
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47 those who had published in major journals were removed, and in sample 2, those who published
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49 in major journals *and* who had a major journal manuscript past first review were removed. When
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51 those with a major publication were removed from the sample, other marketing journal
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53 manuscripts published, other marketing journal manuscripts past first review, and conference
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55 proceedings were not significant, consistent with results using the entire sample. These results
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4 did show the importance of striving for major publications, as once those with major publications
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6 were removed, manuscripts past first review at major journals become a significant predictor of
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8 salary ($\beta = .14$ $p < .01$). When those who published in a major journal and those who had a
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10 major journal manuscript past first review were removed, again non-major journals published,
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12 non-major journals past first review, and conference proceedings were not significant.
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16 17 **DISCUSSION**

18 19 **Overview of Results**

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22 This research contributes to the growing literature on the careers of marketing academics
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24 (e.g. Mittal, Feick, and Murshed 2008; Seggie and Griffith 2009). In this study of the initial
25
26 academic job market, we found that the intrinsic and extrinsic cues of doctoral candidates'
27
28 human brands positively affect both their number of AMA interviews and starting salary, and we
29
30 suggest that this effect is mediated by perceptions of candidate quality. Both the two intrinsic
31
32 cues (candidates' research productivity and dissertation progress) and the three extrinsic cues
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34 (granting faculty research productivity, advisor research productivity, and doctoral consortium
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36 attendance) positively affect some aspect of the candidates' job search process. Also, the
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38 research productivity of the degree-granting faculty, serving as candidates' corporate brand, is
39
40 the most important human brand cue for the number of AMA interviews and salary. Additionally,
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42 the research productivity of candidates' advisors, serving as candidates' human co-brand,
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44 positively influences doctoral students' initial salaries. Specific events during one's doctoral
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46 program also signal candidates' quality and have more tangible effects on their AMA interviews
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48 and salary. Doctoral consortium attendance increased the number of interviews by 2.39, and
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50 consortium attendance, a publication in a major journal, and a defended dissertation proposal
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52 with data individually increased candidates' initial salary by over \$5000. Further, departments
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4 with lighter teaching loads evaluate these brand cues differently than departments with relatively
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6 heavier teaching loads.
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9 This research is also the first to empirically examine the factors that influence human
10 brand equity. Our results suggest that the previous research on branding and quality perceptions
11 of new product brands appears to generalize to human brands. However, our brand quality cues
12 did not explain the number of campus visit offers candidates received. This result suggests that
13 other processes are at work during AMA interviews, the point at which hiring faculty acquire
14 additional information about the candidate before extending campus visit offers. Particularly,
15 brand awareness may play an important role in securing campus visits. Brand awareness relates
16 to the strength of the brand (or candidate) in memory, as reflected by evaluators' ability to
17 identify that brand in a variety of conditions or occasions (Keller 1993). Given that faculty
18 interview 20 to 30 doctoral students at AMA, doctoral students who positively distinguish
19 themselves more likely have higher brand recognition (i.e., are more likely remembered) when
20 faculty make campus visit offer decisions weeks later. Further, human brands are capable of a
21 wider range of attribute evolution than an inanimate consumption object (Russell and Schau
22 2010). Thus, a candidate's personality, likely assessed for the first time at AMA interviews, is a
23 brand benefit (or deficit) that may influence campus visit offers. Similarly, candidates who
24 establish rapport with interviewing faculty may be perceived more positively and remembered.
25
26 The creation of human brand associations is a collaborative process of brand co-creation
27 (Fournier 2010). As such, important brand associations are likely co-created by both candidate
28 and faculty during this initial face-to-face meeting. Lastly, other brand benefits (other than
29 quality) may be assessed during AMA interviews. Hiring faculty may be better able to gauge the
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4 candidates' interest in a particular research or teaching area, a candidate brand attribute that may
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6 fill a specific need for the hiring department.
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9 10 **Contributions and Implications**

11 Table 6 summarizes the key findings along with their implications for doctoral students.
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14 --Insert Table 6 about here--
15

16
17 *Granting faculty research productivity: The corporate brand.* Given that many doctoral
18 candidates have few or no publications, making hiring faculty's quality assessments difficult due
19 to a lack of information, we expected that extrinsic human brand cues to have a significant effect
20 on candidates' placements. Indeed, the research productivity of candidates' doctoral-granting
21 faculty, which we conceptualized as a corporate brand, was the strongest predictor for both the
22 number of AMA interviews candidates' received and starting salary accepted. The starting salary
23 of a marketing faculty candidate increased by \$408.49 for each top publication by the marketing
24 faculty at a candidate's degree-granting institution (Table 5). In more concrete terms, a candidate
25 from a granting school with a productivity index of 15 would have salary that is \$4,084.09
26 greater than that of a candidate whose granting school's productivity index is 5 ($\$408.49 \times 10$ -
27 point difference between the two schools). This finding is consistent with research that found
28 that information about a corporate brand's ability influences perceptions of that brand's new
29 products (Brown and Dacin 1997). Thus, corporate brand associations seem to work similarly for
30 animate human brands as they do for inanimate product brands.
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51 While extrinsic cues were expected to have more predictive power early in the hiring
52 process, we found that the granting faculty's research productivity had a stronger effect on salary
53 than it had on AMA interviews. This result may be due to the symbolic brand benefit candidates
54 provide the hiring faculty (Keller 1993). Hiring universities may opt to hire a new faculty
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4 member with training from a research productive faculty to serve as an extrinsic cue in
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6 marketing their own faculty to the profession and the community. Indeed, it is accepted that
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8 brands may influence the image and prestige of those who acquire them (Erdem, Swait, and
9
10 Valenzuela 2006). Such a strategy would suggest that the granting school brand also would
11
12 influence the final stages in the hiring process. In fact, during our faculty interviews, a
13
14 department head at a balanced school referred to this strategy as “roster polishing”.
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19 Prestige is somewhat of an important factor from our school. This is mandated
20 from a higher level. The deans are concerned with this. To some degree it is
21 ‘roster polishing’ for initial impression so as to list the faculty and their degree
22 granting institution to gain a quick-glance initial impression.
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24 [Department Head, Public Balanced University]
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27 These findings suggest that potential doctoral students should choose their doctoral
28
29 program very carefully, particularly those seeking a position at a research school; this decision is
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31 the most important one they may make throughout their program in terms of their eventual
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33 placement. For instance, if a student is able to get into a program whose research productivity
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35 index is 15, compared to another potential school whose index is 5, such a person could increase
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37 career income by \$194,302.28 over a 30-year period or \$307, 945.53 over a 40-year period
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39 (assuming salary increased yearly at a 3 percent rate). Unfortunately, when entering a doctoral
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41 program, students often do not have a complete understanding of these “academic brand
42
43 hierarchies,” as these hierarchies vary from discipline to discipline and even within marketing’s
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45 sub-disciplines (e.g., consumer behavior, modeling, strategy). The UT-Dallas School of
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47 Managements’ Top 100 Business School Research Rankings used in this research (see page 15)
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49 could be an important tool in determining these hierarchies. Future students should also invest
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51 significant time and energy in maximizing their GMAT score (e.g., studying, taking test multiple
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4 times). Further, these findings imply that prospective doctoral students may need to go outside
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6 their desired geographic preferences or relax other personal criteria when selecting a program.
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9 *Advisor research productivity: The human co-brand.* Similar to how the granting
10 faculty's research productivity serves as corporate brand, we expected the research productivity
11 of the candidates' dissertation advisors to serve as human co-brands and thus positively impact
12 placement. The brand alliance literature indicates that a co-brand positively influences quality
13 perceptions of unobservable product attributes of a partner brand (Rao and Ruekert 1994),
14 particularly when the partner is unfamiliar (Simonin and Ruth 1998) as is the case with emerging
15 doctoral candidate brands. Consistent with this literature, we found that advisors' research
16 productivity influenced candidates' accepted salary. For each manuscript published by one's
17 advisor in a top research journal, the salary accepted by the candidate increased by \$299.08
18 (Table 5). Thus, our findings suggest not only that co-brands provide benefits to human brands
19 (as they do for product brands), but also that a human (e.g., an advisor) can serve as a co-brand.
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36 Interestingly, whereas granting faculty productivity had an effect on AMA interviews,
37 advisors' productivity did not. This finding is likely due to the low awareness of the advisors'
38 co-brands relative to that of granting faculties' corporate brands. Hiring faculty's awareness of
39 candidates' advisors may be low prior to AMA interviews (when up to 100 applications are
40 considered). However, awareness likely increases during campus visits since fewer candidates
41 are interviewed at that point; hiring faculty have more time and are motivated to learn about a
42 candidate's advisor who may be in a different sub-discipline.
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53 Students wishing to maximize their success on the job market, then, should align, or co-
54 brand themselves, with the most research productive advisor in their area of interest. For instance,
55 every 10 articles one's advisor has published in a top journal increases a candidate's salary by
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4 \$2990.80 (\$299.08 x 10), and this would translate to a 30-year salary increase of \$142,288.55 or
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6 \$225, 510.09 over a 40-year period (assuming salary increased yearly at a 3 percent rate). Co-
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8 branding with a productive advisor, then, could be important for future students who are not able
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10 to get into their desired doctoral program (e.g., a program with a strong corporate brand). We
11
12 should note that the productivity of the degree-granting faculty was a stronger predictor of AMA
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14 interviews and salary than was advisor productivity. Nonetheless, candidates should not
15
16 underestimate the benefits of a strong advisor. Not only does a productive advisor increase
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18 candidates' salaries, as found here, but a strong advisor also likely increases candidates' number
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20 of publications once candidates have secured a position. While not studied here, a productive
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22 advisor possibly also serves as a productive co-author, thus, increasing candidates' chances of
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24 being productive in their first position. Additionally, for students who are not at a top doctoral
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26 program, other aspects of their emerging human brand can be strengthened to increase the
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28 chances of a placement with more research productive faculty, as discussed next.
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36 *AMA-Sheth Foundation Doctoral Consortium.* Interestingly, other cues of the candidate's
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38 brand have a more tangible effect on the placement process than does the incremental effect of
39
40 the research productivity of the granting faculty and advisor. First, doctoral candidates who had
41
42 attended the AMA-Sheth Foundation Doctoral Consortium realized positive benefits for both the
43
44 number of AMA interviews and their starting nine-month salary. Consortium attendees received
45
46 2.39 more interviews and a salary that was \$5,565.89 greater than non-attendees. Given that it is
47
48 likely that granting faculty nominate a promising doctoral student to attend the doctoral
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50 consortium, consortium attendance is a strong quality signal to hiring faculty. It is also possible
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52 that consortium attendees have an advantage of meeting hiring faculty during the consortium.
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4 One important implication for doctoral students is to work hard to excel in their doctoral
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6 program and thereby receive their faculty nomination to attend the consortium. Considering the
7
8 long-term financial implications (and according to our results), attending the consortium can
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10 result in a salary increase of \$264,799.53 over a 30-year period or \$419, 675.12 over a 40-year
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12 period (assuming salary increased yearly at a 3 percent rate). While anecdotal evidence suggests
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14 that hiring faculty may not be concerned with a potential candidate's grades, it's likely that
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16 stellar grades and seminar performances indicate a candidate's motivation to publish. Such an
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18 attitude may impress faculty at the candidate's granting school and may influence their decision
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20 as to whom to nominate for the doctoral consortium. Because of the effect of attending the
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22 consortium on one's initial placement, doctoral students should not underestimate their
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24 performance in their coursework, particularly within the department, as well as their performance
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26 as a graduate assistant. Being a collegial and politically smart doctoral student should not be
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28 overlooked either. Not following the norms of the department (e.g., attending research seminars,
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30 dissertation defenses, and departmental gatherings, showing appropriate respect to the faculty,
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32 and staying on campus) could be detrimental despite the students' performance in the program.
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40 *Candidates' research productivity.* When meeting faculty from other universities, having
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42 some ongoing research to discuss with them can signal research interest, motivation, and
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44 experience in the review process. As suggested by cue utilization theory (Olson 1977;
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46 Richardson, Dick, and Jain 1994), we expected candidate publications to have predictive value
47
48 (the degree that hiring faculty relate this brand cue to quality) and confidence value (the
49
50 confidence hiring faculty have in their ability to accurately judge this brand cue). As such, we
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52 expected that hiring faculty would use candidate publications to assess candidates' human brand
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54 quality, leading to other positive outcomes. This prediction was also suggested by Merton's
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4 (1942) theory of universalism, which predicts that publications lead to academic rewards. We
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6 found that publishing in and making progress in the review process of the *top* marketing journals
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8 were important predictors of placement success; candidates received an additional 2.56 AMA
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10 interviews for each manuscript past first review at a major marketing journal. Also, candidates
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12 received a salary bump of \$7,947.78 for each manuscript published in a major marketing journal.
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14 Interestingly, Mittal, Feick, and Murshed (2008) found the salary bump for established
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16 professors publishing an article in one of marketing's top journals is considerably less, at
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18 \$2,176.25. Our results suggest, then, the importance of the brand "launch" for scholars, as a
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20 publication in a top marketing journal has a stronger impact on salary when scholars begin their
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22 career than when they are more established.
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29 However, candidates' publication activities in non-major marketing journals and
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31 conference proceedings did not significantly influence AMA interviews, campus visits, or salary.
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33 These non-significant results remained even when candidates publishing and progressing in
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35 major journals were removed from the sample. These results are consistent with cue utilization
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37 theory in that hiring faculty may not perceive publications in lower level journals and conference
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39 proceedings as being diagnostic of a candidate's ability to publish in major journals. In other
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41 words, such publication outlets may be perceived as low in predictive value.
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46 These results suggest that progressing and publishing in the top marketing journals pays
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48 off; the long-term financial impact of having a top publication when on the market equates to a
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50 to a salary increase of \$378,118.94 over a 30-year period or \$599,272.62 over a 40-year period
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52 (assuming salary increased yearly at a 3 percent rate). Yet, the same cannot be said for
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54 publishing in lower level journals and in conference proceedings. While publishing in such
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56 outlets may help students gain experience, doctoral students' time is likely better spent on
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4 publishing or progressing in a top journal (or on their dissertation, as discussed next). Given the
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6 time needed to publish in such outlets, doctoral students should actively seek out faculty with
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8 whom they could publish soon after they enter the program. Likewise, faculty of doctoral
9
10 programs should involve doctoral students in projects with high potential for publication in the
11
12 top marketing journals early on. Students considering doctoral programs should also assess the
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14 co-authorship between faculty and their doctoral students in the top journals. While granting
15
16 faculty may publish widely in the top journals, that does not necessarily mean the faculty
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18 actively publish in these outlets with their students. Further, if doctoral candidates are working
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20 on projects aimed at a top journal, candidates should carefully consider when they go on the job
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22 market. If the faculty member believes the research is high quality, remaining in the program for
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24 an additional year to “stay for the A” may be worthwhile.
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31 *Dissertation progress.* While candidates may not have ultimate control over being able to
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33 attend the AMA doctoral consortium or whether their manuscripts progress through the review
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35 process, they typically do have more control over the progress of their dissertation research.
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37 These results strongly suggest the importance of starting the dissertation well ahead of when one
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39 expects to begin searching for the initial academic job. More specifically, doctoral candidates
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41 who had defended their proposal and had collected data by the time of the AMA interviews
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43 received a salary that was \$5,858.88 higher than defended candidates who had no data to discuss
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45 at interviews. Candidates who had not defended their proposal fared even worse, receiving a
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47 salary that was \$7,486.11 lower than candidates who defended and had data. These two variables
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49 were also significant for both the lighter and heavier teaching load groups. Note that dissertation
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51 status, however, did not affect candidates’ number of AMA interviews. As previously suggested
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53 and consistent with cue utilization theory, dissertation status may have more predictive value
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4 during the campus visit, when candidates are given more time for their research presentations.
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6 Dissertation progress will be more diagnostic later during the campus visits, as problems with the
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8 dissertations of candidates early in the dissertation stage become apparent to hiring faculty.
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11 Thus, candidates should focus on their dissertation to ensure they have some data in hand
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13 when interviewing. Without dissertation progress, candidates may consider staying an additional
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15 year in the program to strengthen their human brand. While such a delay often entails the need
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17 for an additional year of doctoral funding, it could be a wise financial investment. For example,
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19 suppose a candidate who has not defended the proposal considers going on the market. If the
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21 candidate decides to wait an additional year, during which time dissertation data are collected,
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23 such a person could increase career income by \$356,154.80 over a 30-year period or \$564,462.12
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25 over a 40-year period (assuming salary increased yearly at a 3 percent rate). Thus, being more
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27 advanced in the dissertation progress may set the stage for financial rewards.
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33 34 **Marketing Market Update**

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36 As our study captures the market for the five years from 2003 and 2007, here, we
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38 summarize aggregate findings from DocSIG's annual market study for the last two years of
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40 hiring markets. The purpose is to demonstrate that the market and candidate characteristics have
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42 remained stable; however, the latest market report (2010) suggests that significantly fewer
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44 tenure-track positions in marketing were reported. The following update is based on the
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46 aggregate reports available on DocSIG.org.
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51 The 2008 and 2009 markets were consistent with the current study with respect to salary
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53 and candidate profiles. In the 2008 study, with 94 reporting U.S. placements, the average base
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55 salary was \$114, 857. The 2008 market was similar to the 2009 market, which we review in
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57 more detail here. In the 2009 study with 77 reporting U.S. placements, the average (unadjusted)
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4 nine month salary is \$117, 390 (median \$118,000 and mode \$130,000), and the average summer
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6 support for the 2009 market was \$16, 894 (DocSIG.org). The majority were consumer behavior
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8 researchers who joined public research colleges or universities with three or four course loads
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10 and one course preparation per academic year. Consistent with our study, in the 2009 market,
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12 candidates sent on average 69 packets, had 17 AMA interviews, completed four to five campus
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14 visits, and received two job offers (DocSIG.org). Most attended the AMA-Sheth consortium
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18 (51%).
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21 The latest 2010 market survey is also consistent with the years of our study. There is one
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23 key difference of note; the latest market appears to have tightened up—plausibly due to
24
25 economic constraints facing many colleges and universities. Recall that during the five years of
26
27 our study (2003-2007), the number of candidates accepting a first tenure-track position in
28
29 marketing ranged from the high seventies to low nineties. Interestingly, only 47 candidates in the
30
31 2010 study reported accepting a first tenure-track U.S. position in marketing (DocSIG.org).
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34 While the market is constricted, the average 2010 candidate has a profile similar to candidates
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36 who accepted positions during the five years of this study. Most (59.6%) attended the AMA-
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38 Sheth consortium. Of the most recent class, most consider themselves consumer behavior
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40 researchers—again, consistent with past years. Most, like past years, sent an average of 70
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42 application packets, and received 15 AMA interviews, went on four campus visits, and received
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44 two offers. In choosing their offer, most joined public research institutions during the last market.
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50 In terms of salary, the average is consistent with the study here. The average reported
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52 starting nine-month salary among new faculty beginning in the fall of 2010 is \$118, 289. A more
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54 telling breakdown appears when looking at the reported salaries based on the type of institution
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56 joined. As in our study, the type of institution is based on the teaching load of the hiring school
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4 (i.e., four or more courses is coded as a balanced school). Consistent with our study, placement
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6 at research schools maximizes salary; the top reported nine-month base salaries are from public
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8 research schools \$125,696, with private-research schools paying a similar average of \$123,277
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10 (DocSIG.org). Again, balanced schools pay consistently less. The average reported base salary
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12 for those joining a private balanced school is \$107, 600. The lowest salaries generally come from
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14 public balanced schools (average \$98,500). These most current salaries are also inversely related
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16 to teaching load. Of note, among the seven candidates who will only teach a two course load,
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18 their average reported income is \$146, 286 plus \$23,333 in summer support. In sum, the most
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20 recent markets are consistent with our study—the main noticeable difference being the number
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22 of candidates who reported new tenure-track positions in the U.S. declined for the 2010 market
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24 along with economic restraints.
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31 **Limitations and Future Research**

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33 While this research provides insights on variables that influence marketing doctoral
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35 candidates' brand equity upon entering the academic job market, there are limitations. First, the
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37 majority of the data were collected via a series of annual surveys sent to doctoral candidates. To
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39 strengthen and augment these data with theoretically important variables that could affect job
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41 search success, the research productivity of the candidates' faculties and of their advisors were
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43 collected using secondary data sources. Second, it was difficult to obtain sensitive salary and
44
45 placement information from every candidate who entered the academic job market. However, we
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47 were able to sufficiently gauge our sample's representativeness by estimating the actual number
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49 doctoral candidates on the market each year. Third, several changes in the academic job market
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51 have occurred since the period covered by this study. Nonetheless, our results highlight the
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53 importance of strengthening a human brand prior to entering a competitive academic job market.
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4 This research extends the generalizability of many branding concepts to human brands
5 and provides useful information to aspiring doctoral candidates and their advisors. Nonetheless,
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7 future research should explore other facets of doctoral candidate brands. Recall that none of the
8
9 proposed candidate brand cues were significant predictors of campus visit offers. Thus, future
10
11 research could investigate how animate, subjective human brand cues assessed during AMA
12
13 interviews, such as personality and communication skills, impact hiring faculty's decisions to
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15 extend campus visit offers. In fact, the hiring faculty we interviewed agreed that no matter what
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17 their record, candidates' "likeability" is a factor in the hiring process. This is consistent with the
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19 source attractiveness literature indicating that the likeability of the message source (e.g., a human)
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21 influences perceptions of source attractiveness (McGuire 1985). Further, the dyadic interactions
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23 between the candidate and hiring faculty during their initial meeting at AMA likely result in
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25 important co-created brand meanings (Fournier 2010). This reciprocal communication that
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27 occurs in these face-to-face encounters needs further inquiry.
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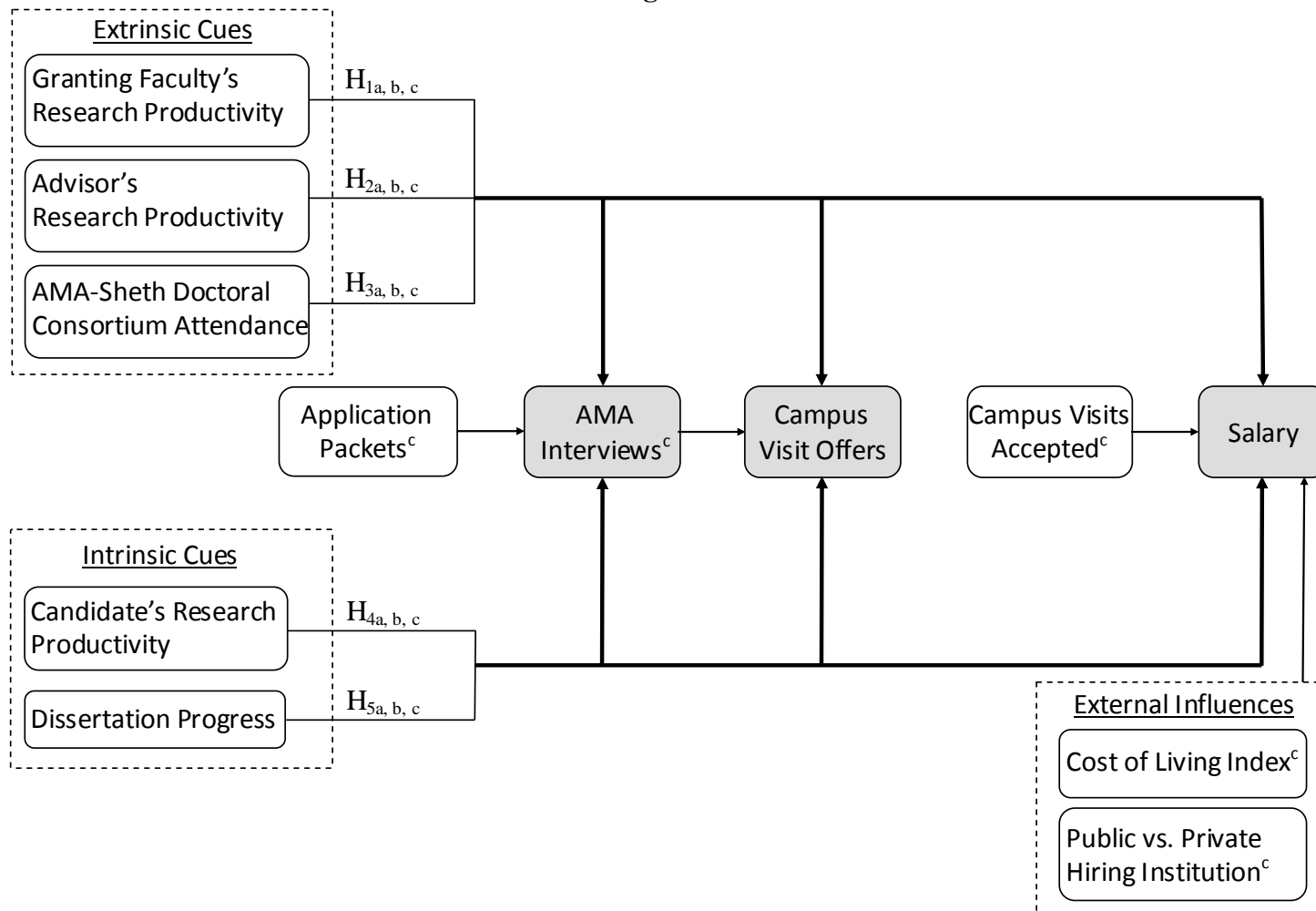
36 The perceived fit between a candidate and the degree-granting faculty or advisor should
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38 also be considered. Research on brand extensions has found that the positive relationship
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40 between a brand and its extension is moderated by the perceived fit between the parent brand and
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42 the extension. Concerning the doctoral candidate's brand, it is possible the positive attributes of
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44 the granting faculty corporate brand and the advisor co-brand will not transfer to the doctoral
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46 student if the perceived fit, particularly in terms of research area, between the candidate and the
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48 granting faculty or advisor is low (Aaker and Keller 1990; Broniarczyk and Alba 1994; Keller
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50 and Aaker 1992). Thus, if a doctoral candidate working in the consumer behavior area is paired
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52 with a productive advisor working in the strategy area, this student may not benefit from the
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54 advisor's co-brand image due to the lack of a good fit.
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4 Future research could also explore whether a candidates' increased attendance at
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6 conferences or symposia, influences placement. Research indicates that increased exposure to a
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8 stimulus increases recall and recognition of the stimulus and attitudes towards the stimulus
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10 (Janiszewski 1988). Similarly, the source attractiveness literature suggests that familiarity of a
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12 source leads to increased source attractiveness and thus persuasiveness (McGuire 1985). As such,
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14 conference attendance likely increases both candidates' brand awareness and brand attitude
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16 (Keller 1993). Further, a doctoral student's continued attendance at conferences can be
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18 considered human brand publicity, and as such may signal the student's career-related efforts.
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23 Further research could also investigate cross-cultural issues in academia. Recent research
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25 suggests that Americans have a slight publication advantage in marketing's premier journals
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27 (Babin 2008). Similarly, a candidate's nationality, or perceived country of origin, could be an
28
29 important candidate brand attribute in the hiring process also. Potentially, candidates' country of
30
31 origin may function as an intrinsic cue signaling quality, and hiring faculty's perceptions of this
32
33 cue may differ depending on their nationalities (Gürhan-Canli and Maheswaran 2000). Moreover,
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35 social identity theory could help explain if prejudices occur in the hiring process, as hiring
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37 faculty may perceive an international candidate as an out group member (leading to negative
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39 evaluations) in certain situations (Tajfel 1978). More animate brand attributes may also be
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41 influential. As such, there are many theoretical approaches outside the realm of branding and
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43 quality perception research that can provide insights about the academic labor markets. Overall,
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45 this initial investigation into the entry-level marketing market contributes to our understanding of
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47 emerging human brands and the growing literature on issues relevant to academics.
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FIGURE 1
Establishing Human Scholar Brands:
Factors Influencing Initial Academic Placement



^aShaded boxes represent the dependent variables of interest.

^bAll relationships are proposed to be positive.

^cThese variables indicate a proposed covariate.

TABLE 1
Frequency and Percent of Doctoral Candidates'
Journal Submissions, Revisions, and Publications (2003-2007)

Variable	# of Papers	2003		2004		2005		2006		2007	
		N	%	N	%	N	%	N	%	N	%
<u>Major Research Journals^a</u>											
Papers past first review	0	35	77.8	44	75.9	52	82.5	48	67.6	63	81.8
	1	9	20.0	12	20.7	9	14.3	20	28.2	10	13.0
	2	1	2.2	2	3.4	1	1.6	3	4.2	4	5.2
	3 or more	0	0.0	1	0.0	1	1.6	0	0.0	0	0.0
Papers published or forthcoming	0	41	91.1	49	84.5	57	90.5	61	84.7	61	79.2
	1	3	6.7	9	15.5	4	6.3	6	8.3	14	18.2
	2	1	2.2	0	0	1	1.6	4	5.6	1	1.3
	3 or more	0	0	0	0	1	1.6	1	1.4	1	1.3
<u>Other Marketing Journals</u>											
Papers past first review	0	37	82.2	47	81.0	49	77.8	54	75.0	57	74.0
	1	7	15.6	6	10.3	12	19.0	12	16.7	16	20.8
	2	1	2.2	4	6.9	1	1.6	5	6.9	2	2.6
	3 or more	0	0	1	1.7	1	1.6	1	1.4	2	2.6
Papers published or forthcoming	0	26	57.8	37	63.8	39	61.9	39	54.2	48	63.2
	1	9	20.0	10	17.2	18	28.6	17	23.6	17	22.4
	2	9	20.0	7	12.1	2	3.2	5	6.9	6	7.9
	3 or more	1	2.2	4	6.8	4	6.3	11	15.2	5	6.6

^aThe six major research journals in marketing in the survey are *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Marketing Science*, *Journal of the Academy of Marketing Science*, and *Journal of Retailing*.

TABLE 2
Frequency and Percentage of Doctoral Candidates’
Dissertation Progress and Consortium Attendance (2003 - 2007)

Variable	Status	2003		2004		2005		2006		2007	
		N	Percent.	N	Percent.	N	Percent.	N	Percent.	N	Percent.
<i>Dissertation Progress^a</i>											
	Proposal Not Defended	12	26.7	14	24.1	12	19.0	23	31.9	17	22.1
	Proposal Defended, no data	13	28.9	16	27.6	19	30.2	13	18.1	19	24.7
	Proposal Defended with some Data	20	44.4	28	48.3	32	50.8	36	50.0	41	53.2
<i>Doctoral Consortium Attendance</i>											
	No	17	37.8	20	34.5	32	50.8	30	41.7	31	40.3
	Yes	28	62.2	38	65.5	31	49.2	42	58.3	46	59.7

TABLE 3
Means and Medians of Continuous Variables
(2003-2007)

Continuous Variables	2003 (n=45)		2004 (n=58)		2005 (n=63)		2006 (n=72)		2007 (n = 77)	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
<i>Independent Variables</i>										
Granting Faculty Research Productivity	13.74	8.16	12.83	7.41	13.41	7.16	14.14	6.98	12.89	7.41
Advisor Productivity ^a	10.18	10.00	10.69	8.50	10.40	9.00	9.22	7.50	9.52	7.00
Proceedings	3.78	4.00	4.07	3.00	3.73	3.00	4.72	3.00	4.94	4.00
<i>Dependent Variables</i>										
# of AMA Interviews	17.93	17.00	19.90	20.00	20.49	21.00	20.31	20.50	16.91	17.00
# of Campus Visit Offers	6.56	6.00	6.47	6.00	6.81	6.00	7.06	6.00	5.99	5.00
9-Month Salary ^b	107,903.33	108,300.00	104,253.88	100,455.00	105,356.79	102,600.00	109,666.39	108,150.00	106,214.29	101,000.00

^aProductivity measures advisors' publications in the six major research journals in marketing in the survey (*Journal of Marketing, Journal of Marketing Research, Journal of Consumer Research, Marketing Science, Journal of the Academy of Marketing Science, and Journal of Retailing*) through 2007).

^b For meaningful interpretation, reported salary was inflated based on yearly rate of inflation, with 2007 as the base year (i.e., all years of salary are in 2007 dollars).

TABLE 4
Correlations

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Interviews	1.00															
2. Campus Visits Offered	.58	1.00														
3. 9-Month Salary	.40	.42	1.00													
4. Grant. Faculty Res. Prod.	.24	.20	.60	1.00												
5. Advisor Res. Prod.	.15	.10	.45	.45	1.00											
6. Doct. Consort. Attend.	.17	.15	.29	.01	.12	1.00										
7. Major Mark. Jour.—Pub.	.45	.21	.41	.31	.25	.15	1.00									
8. Major Mark. Jour.—PFR ^a	.23	.20	.28	.20	.10	.12	.28	1.00								
9. Other Mark. Jour.—Pub.	-.02	-.02	-.12	-.22	-.17	-.03	.00	-.01	1.00							
10. Other Mark. Jour.—PFR ^a	-.08	-.09	-.19	-.24	-.22	-.02	-.13	-.07	.29	1.00						
11. Conference Proceed.	.03	.08	.01	-.13	-.17	.10	.13	.11	.42	.31	1.00					
12. Dissertation Progress	.20	.16	.33	.14	.21	.14	.10	.14	-.04	-.13	.03	1.00				
13. Application Letters	.50	.26	.18	.05	.05	.09	-.03	.00	-.06	-.04	.03	.15	1.00			
14. Campus Visits Accept.	.57	.87	.55	.36	.19	.17	.29	.25	-.08	-.21	-.01	.23	.25	1.00		
15. Cost of Living Index	.12	.08	.17	.19	.13	.13	.04	-.02	-.06	.00	-.07	.06	.03	.14	1.00	
16. Pub./Priv. Hiring School	.00	-.13	-.17	-.06	-.05	-.10	-.03	.03	.05	-.05	.00	-.04	-.01	-.16	-.27	1.00

Notes: All correlations >.11 (.15) are statistically significant at $p < .05$ (.01).

^aPast First Review

TABLE 5
Hierarchical Regression Analyses

		AMA Interviews (n=315)		
		<i>b</i>	<i>beta</i>	ΔR^2
<u>Model 1 (Covariates)</u>				.25***
	Application Letters	.13	.50***	
<u>Model 2 (Extrinsic Cues)^a</u>				.06***
	Granting Faculty Research Productivity (H ₁)	.13	.20***	
	Advisor Research Productivity (H ₂)	.03	.02	
	Doctoral Consortium Attendance (H ₃)	2.39	.12*	
<u>Model 3 (Intrinsic Cues)^a</u>				.04*
	Major Marketing Journal ^b —Publication (H ₄)	.82	.04	
	Major Marketing Journal ^b —PFR ^c (H ₄)	2.56	.17***	
	Other Marketing Journal ^b —Publication (H ₄)	.54	.07	
	Other Marketing Journal ^b —PFR ^c (H ₄)	.02	.00	
	Conference Proceeding (H ₄)	-.08	-.03	
	Proposal Not Defended (dummy) ^d (H ₅)	-1.60	-.07	
	Proposal Defended, No Data (dummy) ^d (H ₅)	.05	.00	

		Campus Visits Offered (n=315)		Nine-Month Salary ^e (n=315)	
		<i>B</i>	<i>beta</i>	<i>b</i>	<i>beta</i>
<u>Model 1 (Covariates)</u>					
	AMA Interviews	.24	.58***	---	---
	Campus Visits Accepted	---		2,822.58	.53***
	Cost of Living Index	---		39.23	.08
	Public/Private Hiring School	---		-2,183.17	-.06
<u>Model 2 (Intrinsic Cues)^a</u>					
	Major Marketing Journal ^b —Publication (H ₄)	.76	.10*	7,947.78	.24***
	Major Marketing Journal ^b —PFR ^c (H ₄)	.18	.03	2,322.56	.09
	Other Marketing Journal ^b —Publication (H ₄)	-.06	-.02	-785.01	-.06
	Other Marketing Journal ^b —PFR ^c (H ₄)	-.28	-.04	-911.44	-.04
	Conference Proceeding (H ₄)	.08	.07	-7.55	.00
	Proposal Not Defended (dummy) ^d (H ₅)	-.23	-.03	-7,486.11	-.20***
	Proposal Defended, No Data (dummy) ^d (H ₅)	-.44	-.05	-5,858.88	-.16**
<u>Model 3 (Extrinsic Cues)^a</u>					
	Granting Faculty Research Productivity (H ₁)	.01	.04	408.49	.37***
	Advisor Research Productivity (H ₂)	-.02	-.04	299.08	.15***
	Doctoral Consortium Attendance (H ₃)	.23	.03	5,565.89	.17***

* $p < .05$, ** $p < .01$, *** $p < .001$

^a Only variables entered in each model are reported.

^b Top 6 marketing journals include *JM*, *JMR*, *JCR*, *MS*, *JAMS*, and *JR*. Other journal includes all other marketing journals.

^c Past First Review

^d Dummy variables coefficients represent differences from the *proposal defended, with data* group.

^e Adjusted for inflation.

TABLE 6
Key Takeaways for Doctoral Students Seeking an Initial Faculty Position in a U.S. Marketing Department

Key Human Branding Findings: Extrinsic & Intrinsic Brand Cues	Implications for Those Seeking an Initial Faculty Position
<i>Extrinsic Brand Cues</i>	
<p>Research productivity of the candidate’s degree-granting faculty—the candidate’s corporate brand—is the strongest predictor of AMA interviews and salaries, particularly for those hired by departments with a lighter teaching load.</p>	<ul style="list-style-type: none"> • Every 10 articles published by a candidates’ granting faculty increases starting salary by \$4084.09^a, which translates into a 30-year salary increase of \$194,302.28^b. • Pedigree is likely a quality cue for candidates’ research capability, given so few doctoral students have a top journal publication or revision opportunity. • Select a doctoral program in which faculty publish in the top marketing journals • Use the UT-Dallas School of Managements’ Top 100 Business School Research Rankings (p. 14) to determine highly productive faculty. • Maximize GMAT score to increase chances of learning from productive faculty. • Find a faculty that actually publishes with their doctoral students.
<p>Research productivity of the candidate’s advisor—the candidate’s co-brand—influences salary, particularly for those hired by departments with a heavier teaching load.</p>	<ul style="list-style-type: none"> • Every 10 articles published by a candidates’ advisor increases starting salary by \$2990.80^a, which translates into a 30-year salary increase of \$142,288.55^b. • Select, or co-brand with, a dissertation advisor in an area of interest with a strong publication record in top journals to increase candidates’ quality perceptions. • Keep in mind that a strong advisor may not only positively impact placement (as found here) but also likely increases candidates’ number of publications once they have secured a position. • Reach out to mentors besides your dissertation advisor—mentors’ wisdom, experience, and expertise can help impart knowledge to in turn share, as sometimes advisors can’t be there as you develop.
<p>AMA-Sheth Foundation Doctoral Consortium attendance increases candidates’ number of AMA interviews and salary.</p>	<ul style="list-style-type: none"> • Doctoral consortium attendance increases starting salary by \$5,565.89^a, which translates into a 30-year salary increase of \$264,799.53^b. • Work hard to excel, particularly in marketing coursework and as a graduate assistant, during the doctoral program to receive faculty nomination to attend the consortium. • Be conscious of and follow departmental norms, such as attending research seminars dissertation defenses, and departmental gatherings, showing appropriate respect to the faculty, and staying on campus.
<i>Intrinsic Brand Cues</i>	
<p>Publishing and progressing in the review process of top marketing journals are key predictors of placement success.</p>	<ul style="list-style-type: none"> • A publication in a major marketing journal increases starting salary by \$7,947.78^a, which translates into a 30-year salary increase of \$378,118.94^b. • Publications in lower level marketing journals and conference proceedings did not influence placement. Candidates should instead spend time on trying to publish in major marketing journals or making progress on their dissertation. • Given the time needed to publish in top journals, doctoral students should actively seek out faculty with whom they could publish soon after they enter the program. • Prospective students should consider not only the frequency that faculty publish in top journals but also whether they do so with their doctoral students. • Begin research program early enough to have a paper that has time to advance in the publication process-or to try another top journal. • If you have a top publication in the pipeline, and a goal to begin at a research program, it can be smart to ask for fifth year funding to “stay for the A”.
<p>Having one’s proposal defended at the time of initial interviews increased salary; having dissertation data, in addition to having the proposal defended, further increased salary.</p>	<ul style="list-style-type: none"> • Having one’s proposal defended and data collected (compared to not having the proposal defended) increases starting salary by \$7,486.11^a, which translates into a 30-year salary increase of \$356,154.80^b. • When meeting faculty, having the proposal defended eases concerns that the candidate will graduate in time. • The further into the dissertation process, the more likely the candidate’s research is adequately developed, and this becomes evident in the campus visit.

^aReported in 2007 dollars.

^bAssuming a yearly salary increase of 3 percent.

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Angeline G. Close

Angeline G. Close is an Assistant Professor of Marketing at the University of Nevada, Las Vegas. She received her Ph.D. from the University of Georgia, Athens. Her primary research areas are event sponsorships and consumers' experiences with electronic marketplaces. She has published in the *Journal of the Academy of Marketing Science*, the *Journal of Business Research*, and the *Journal of Advertising Research*, among others. She also reviews for the *Journal of the Academy of Marketing Science* and the *Journal of Advertising*.

Julie Guidry Moulard

Julie Guidry Moulard is an Assistant Professor of Marketing at the E. J. Ourso College of Business at Louisiana State University, Baton Rouge, LA. She received her Ph.D. from Texas A&M University, College Station, TX, and her primary research areas are authenticity and consumption emotions. She serves as an ad hoc reviewer for the *Journal of the Academy of Marketing Science*, the *Journal of Marketing* and the *Journal of Business Research*.

Kent B. Monroe

Kent B. Monroe is a Visiting Distinguished Scholar in Marketing at the Robins School of Business at the University of Richmond and was formally the J. M. Jones Distinguished Professor of Marketing at the University of Illinois. Dr. Monroe's research centers on the information value of price to buyers. He has been a pioneer in research on understanding how buyers perceive price information and form value judgments, publishing over 30 peer-reviewed articles in the top six marketing journals. Among his many accomplishments, he served as chairman of the Development of Marketing Thought Task Force of the American Marketing Association from 1984 to 1988, and was editor of the *Journal of Consumer Research* from 1991 to 1993. Most recently, he was awarded the P.D. Converse award for contributions to the field of Marketing in 2008.