



MARKETING
SCIENCE
INSTITUTE

2008
2010

RESEARCH PRIORITIES

2008–2010 Guide to MSI Research Programs and Procedures

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This booklet describes research topics identified by corporate sponsors of the Marketing Science Institute (MSI) as being in greatest need of scholarly study. It is addressed primarily to the academic research community in marketing and related disciplines for the purpose of stimulating rigorous, relevant research. Academic researchers are invited to submit research proposals on these priority topics as well as on other important marketing topics. We also welcome the submission of academic papers (prior to journal submission) on important topics for possible inclusion in the MSI Working Paper Series. More information appears on pages 4–11, and can be found on our website, www.msi.org.

About the Marketing Science Institute

The mission of MSI is to provide intellectual leadership in marketing and its allied fields, with the goal of improving and influencing business thinking and practice. MSI's core activities consist of supporting high-quality academic research and presenting the findings at conferences and in working paper and monograph form.

MSI solicits two types of submissions from academics: (1) research proposals for consideration for funding or other types of MSI support, and (2) working papers for consideration for inclusion in MSI's Working Paper Series. (Note: MSI considers all working papers whether or not the research was supported by MSI.)

Since its founding in 1961, MSI has served as a bridge between the academic and business communities, bringing together executives from approximately 65 sponsoring corporations with leading researchers from more than 100 universities worldwide. Every two years, MSI engages in a unique process in which executives from MSI member companies vote to establish the topics on which they want to encourage academic research. MSI then solicits research proposals on these

topics and funds the best of them. At any given time, there are scores of MSI-sponsored research projects in progress.

MSI holds meetings and conferences where member companies are given a first look at the findings of MSI-sponsored research studies. New ideas about ways to implement the findings are stimulated through discussion among member company executives and academic researchers.

Important findings from research projects are circulated in a working paper series, which includes more than 600 titles on a broad spectrum of issues related to marketing. The working papers present significant new knowledge in the field and discuss how this knowledge will affect both practice and scholarly research. Many subsequently appear in leading professional journals in marketing and related fields, and often win major awards granted by those publications. MSI-supported research also provides the basis for MSI's monograph series.

2008–2010 Research Priorities

The 2008–2010 Research Priorities are the result of a three-step process of focused discussions at Trustees Meetings and MSI conferences, an open-ended survey of MSI member company trustees, and an online quantitative survey sent to all MSI member company trustees.

The Top Priorities

After consulting with the trustees, a master list of 16 different potential priorities was established. The challenge was to consider those topics that are not only currently “on the plates” of the trustees but to also think about what areas are likely to emerge as key factors impinging upon their businesses over the next few years. As a result of these deliberations, the following 6 topics emerged as the key areas for MSI investment over the 2008–2010 period:

1. Accountability and ROI of Marketing Expenditures

2. Understanding Consumer/Customer Behavior

3. New Approaches to Generating Customer Insights

4. Innovation

5. Marketing Strategy

6. New Media

Accountability and ROI of Marketing Expenditures

Accountability and ROI of marketing expenditures continues to be a key area of concern as it was one of the three capital topics from the 2006-2008 “Connected Customer” priorities. Given that economic conditions are likely to be tight over the next two years, companies are more interested than ever in understanding and measuring the returns being obtained from marketing investments. This includes the returns to advertising, both long and short term, as well as money being spent in the digital communications environment. Accountability in B-to-B industries needs to receive special emphasis as does assessing the investments being made in operating marketing organizations within the firm.

Understanding Consumer/Customer Behavior

Understanding customers is one of the basic activities of marketing managers and continues to receive high priority. In a dynamic marketplace, firms need to continually find ways to understand the decision-making processes of both consumers and individuals and groups within organizations. In today’s digital environment, understanding peer-to-peer communications and how they affect decisions is particularly important. Understanding channel members’ behavior was also highlighted by trustees as a crucial input to marketing decision making.

New Approaches to Generating Customer Insights

Hand-in-hand with understanding consumer/customer behavior is the need to develop new tools to generate insights from these buyers. MSI has traditionally been at the forefront of introducing new marketing research methods to its member companies. Areas of high interest include ethnographic methods, virtual/simulated shopping approaches, and new ways to track customer behavior and contact points with marketing communications. Measuring group preferences is an area that needs more attention as there are

currently few methods to understand how members of a buying center value attributes of products.

Innovation

The development of novel approaches to new product development has been a capital priority at MSI for a number of years. Innovation can, of course, be defined broadly to include not only new products but design, organizational issues, and other areas. Given the significant growth in the service economy, service innovation requires attention. Many companies today have developed approaches to integrate their customers into the innovation process, often called co-creation. Continued interest is high in new approaches to testing product concepts with an eye toward forecasting their demand.

Marketing Strategy

Many survey respondents placed a high weight on continuing to develop new knowledge on the development of innovative marketing strategies. Marketing managers continue to seek new approaches to segment markets and position brands. What are some new ways to create customer value in products and services? With an increasing number of metrics available to measure the impact of marketing efforts such as online communications, new business models accounting for these market responses are under consideration. Incorporating demographic shifts and concomitant changes in tastes and habits are critical to new marketing strategies.

New Media

Discussion groups held with MSI trustees and chief marketing officers indicate that all marketing managers need to understand how to use the new media, including social networking sites, blogs, mobile, and others. Key research areas include how much to spend and how to evaluate the effectiveness of the resulting spending. An interesting question is: What is the role of the “old” media such as TV, print, and radio in the new communications environment? Finally, the task of integrating a common value proposition across all media needs to be better understood.

Obtaining MSI Research Support

MSI funds high-quality research that deals with topics of importance to member companies. Results of MSI-supported studies may appear first as MSI working papers and/or as conference presentations, and subsequently as articles in refereed journals, scholarly monographs, or books.

MSI supports research with the potential for application by managers as well as more basic or exploratory work. No one approach or methodology is favored over another as long as the form is appropriate to the objectives of the research. Studies may be conceptual or empirical and may involve literature reviews, comparative studies, field or laboratory experiments, model building, or theory development. We encourage cross-disciplinary work building on theories, research results, and methods from disciplines of relevance to marketing. *MSI and its member companies strongly endorse using actual consumers, customers, and executives rather than student subjects in research projects.*

Central to MSI's research program is the belief that academics and practitioners can mutually benefit from interacting throughout the process of planning, conducting, and reporting research. Research proposals and reports may undergo review by representatives from corporate sponsors as well as academic experts, and some projects receive business cooperation. When projects are completed, researchers often present their results at MSI meetings, where they can discuss their work with MSI member company executives and other academics.

Eligibility and Types of Support

Academic researchers (faculty members, or doctoral students working collaboratively with faculty advisors)

can apply for financial and/or nonfinancial support for research projects. As detailed below, financial support is given in the form of standard grants or competition prizes and awards. Nonfinancial support can take the form of access to data, contacts with executives, or access to interview or study sites within firms.

Standard Grants

Most MSI grants are made to cover researchers' out-of-pocket costs for data collection, respondent fees, research assistants, and similar expenses. Generally, these grants are in the \$3,000 to \$20,000 range. Note that MSI does *not* provide salary replacement for the principal researcher(s), funds for the purchase of equipment or software, university overhead, tuition, or funds for travel to non-MSI conferences.

Requests for larger sums may sometimes be funded, typically with additional financial support from corporations. These larger projects usually involve substantial interaction between the researchers and the sponsoring corporations. The process of raising corporate support may take several months and often involves meeting with potential sponsors. MSI has also, from time to time, cooperated with other associations or institutes to support large-scale projects.

Nonfinancial Support

MSI can on occasion provide useful nonfinancial support to participating researchers. Examples include: (1) access to data, (2) advice and ideas from member company managers, and (3) in exceptionally strong cases, assistance in arranging for interview

or study sites inside major corporations. The exact nature of this support varies widely from project to project and requires that the research provides clear benefits to member companies.

Research Proposals

Submitting Proposals

MSI accepts both full research proposals and pre-proposals. If there is any question about MSI's interest in the topic or the proposed methodology, a pre-proposal should be the first step in applying for MSI support. In such cases, researchers are also encouraged to contact MSI's Research Director for clarification. There is generally no need for a pre-proposal if the topic and the methodology are not unusual or out of the ordinary. The pre-proposal itself is a letter that outlines the topics to be studied and the researchers' preliminary research questions and approach. It is intended to elicit MSI's reaction to the topic and research concept before the researcher invests substantial time in writing a full proposal. Nevertheless, the more complete the thinking in the pre-proposal, the more likely it is to receive encouragement and constructive comments.

There is no required standard format for full proposals, although clarity and brevity are appreciated. In addition to a cover letter, submissions should include:

- A one-page summary
- A statement of expected outcomes or new knowledge, such as a new definition or framework, a new methodology, a better understanding of how key variables affect the marketing process, or new information to assist managers in making better marketing decisions
- A background section giving a brief review of the relevant literature and a statement of how the proposed research is expected to contribute to knowledge and improve business practice
- A list of research questions, models, or hypotheses describing the issues to be studied, the researchers'

initial insights or beliefs, and what should be learned from the study

- A detailed description of research design and methodology
- A timetable, including dates for key research milestones, deliverables, and an expected completion date
- Funding or support needs (typically, an itemized budget)
- Vita(e) of the researcher(s), as well as a short biographical note on each of the authors

The main body of the proposal should probably be no more than 25 double-spaced pages in length. Please feel free to include any additional materials that might be useful to the reviewers in appendices (for example, drafts of research materials, questionnaires, more detailed explanation of statistical analysis, and/or modeling plans, lengthy literature review, description of datasets to be used, etc.).

MSI operates on a monthly review cycle, and proposals may be submitted at any time. Please send proposals via e-mail to Ross Rizley, Research Director, Marketing Science Institute (Rizley@msi.org).

Proposal Selection

Regardless of the level or type of support requested, the primary criterion for accepting proposals is quality.

Proposals are initially screened by a review committee that meets monthly, composed of the MSI research and executive directors, academic research associates, and professional staff. On occasion, proposals may be sent for further review to academics who have a special expertise in the field or to appropriate member company executives. Reviews typically take about four weeks from submission to decision. Researchers may be asked to revise and resubmit proposals.

Proposals are judged in terms of: (1) potential contribution to practice and thought, (2) originality and intellectual appeal of the proposed research, (3) quality of conceptual development, (4) appropriateness of the methodology for the research, (5) feasibility of the research, (6) fit of the proposed

topic with MSI funding priorities, and (7) qualifications of the researchers for the project.

Researchers who seek the cooperation of MSI member companies must submit proposals and go through the same review process as those applying for financial aid. In order to limit the demands on member company executives, only those of exceptional merit are approved.

Expected Output

When a proposal is accepted, MSI prepares a letter of agreement that outlines the responsibilities of both the researchers and MSI. Researchers agree to submit a brief written progress report at the halfway point and a final working paper describing the results of the research cast in managerial terms. *Working papers should be submitted to MSI well before submission to refereed journals.* Having a working paper distributed by MSI in no way precludes publication in a refereed scholarly journal. Typically, versions of papers appearing in the MSI series are published in journals one to two years later.

At the conclusion of a project, MSI may on occasion arrange for findings to be presented at conferences with other researchers and interested practitioners.

Doctoral Competition

The annual Alden G. Clayton Doctoral Dissertation Proposal Competition for outstanding thesis proposals is open to doctoral candidates in marketing and related fields. Each year, MSI grants up to five awards of \$5,000 each for the best proposals. Honorable mention awards may also be granted. All recipients are given the opportunity to develop their research under the aegis of MSI.

To be eligible, students must be working toward a doctorate in marketing or a related field (e.g., organizational behavior, psychology, economics, strategy, management, finance, etc.) at an accredited university, and the dissertation must be no more than fifty percent completed at the time of submission, as certified by his or her primary thesis advisor. Participation in other

grant or award programs does not preclude being considered for the MSI AGC award. The competition is open to qualified doctoral students worldwide.

The maximum length of proposals is 25 double-spaced pages including tables, exhibits, and references. The first page should be a one-page, self-contained summary of the proposal. Proposals must include a brief statement of the problem area to be researched, relevant theory addressing that problem, hypotheses to be tested, methodology to be employed, analysis to be performed, and an indicative bibliography.

Proposals will be judged by prominent marketing academics on their importance and potential contribution to business and academia, quality of conceptual development, feasibility and appropriateness of methodology, and creativity. Research design aspects will play a particularly important role in the evaluation process.

Those interested in entering this competition should visit our website for more information.

Special Topic Competitions

MSI occasionally sponsors special competitions on selected priority topics. Competition announcements specify eligibility and submission procedures. Academic researchers not currently on the MSI mailing list should contact MSI to ensure they receive notification of future competitions.

Submitting Your Working Paper to the MSI Working Paper Series

MSI working papers are distributed to a diverse audience of practitioners and academics.

MSI considers papers for inclusion in the working paper series, even if the research was not originally supported by MSI, if it deals with an important subject, represents a significant advance over the existing literature, and has not been widely disseminated elsewhere. Authors are expected to stress the managerial significance of their findings. See MSI Working Paper Guidelines for more information.

All submissions are evaluated by the review committee consisting of the MSI research and executive directors, academic research associates, and professional staff. Reviews typically take about four weeks. Papers that pass the screening may on occasion be sent for further review to selected academics and practitioners. Accepted papers are edited at MSI, and are subject to MSI's Terms and Conditions for Working Papers, specified in the MSI Working Paper Guidelines.

In addition to a cover letter, most submissions should include:

- A one-page summary
- A brief statement of the paper's contributions such as new knowledge, a new definition or framework, a new methodology, a better understanding of how key variables affect the marketing process, or new information to assist managers in making better marketing decisions

- Vita(e) of the researcher(s), as well as a short biographical note on each of the authors
- Whether the paper has been submitted to a journal (and if so, its status in the review process)

Please send or email submissions to:

Ross Rizley, Research Director
Marketing Science Institute
1000 Massachusetts Ave.
Cambridge, Mass. 02138 USA
Rizley@msi.org

All submissions are treated as confidential.

MSI Working Paper Guidelines

Working papers play a key role in the dissemination of knowledge developed by MSI-associated researchers. These working papers are intended to provide new perspectives on perennial and future marketing challenges and to offer directions for further action and research.

MSI's goal is to disseminate early versions (working papers) of papers reporting important findings. *We are happy to consider all papers whether or not the work reported was supported by MSI.* We expect that most MSI working papers will later appear in academic journals.

These papers target both practitioners and researchers, and we place a premium on clear, readable writing as well as careful research and analysis. We have prepared these guidelines to help our prospective authors develop papers that will be useful to our readers and have a significant impact on marketing thinking and practice.

Before You Begin

Answering a few questions before you begin writing will help you determine the style, level, and focus of your presentation.

- Who is the target audience for your paper, and why should people be interested in your subject?
- What business problem or issue are you addressing?
- What is the message of your paper, and why should it matter to busy readers?
- How does the evidence you have gathered make your argument credible and persuasive?
- What data and ideas merit emphasis? Which are of secondary or little importance? Look for the “Aha’s!” in your data and stress them.

- What management actions do you suggest your readers take as a result of reading your paper?

Writing the Paper

Your goals are to engage audience interest, to present clear information, to teach and persuade, and to inspire questions, ideas, and actions. The following suggestions for organizing and presenting your paper can help you achieve these goals.

Introduction

Identify the business/marketing problem you are exploring, why it matters, and what is new and helpful about your findings. Then tell readers what they will learn if they read through the rest of the paper.

Bring the issue to life. The field of marketing is about people—their behavior, attitudes, actions, and decisions. You might want to consider using a story or anecdote or two to open the paper. Or try posing the issue as a challenging question. You may want to include quotations from managers you interviewed during your research where possible.

The introduction is also an opportunity to prepare your reader for what lies ahead, describing the direction and highlights of the discussion to come. Give the reader an overview of the purpose and conduct of your study. Note that none of the approaches suggested here requires extensive referencing of the literature.

By the time readers finish the introduction they should know the following:

- The issue you studied and why it matters to them

- The purpose and main features of your study
- What topics and themes will be explored in the pages to come
- What key results you uncovered and whether they are “obvious” or unexpected/interesting

Presenting Evidence

The middle section of MSI papers usually gives the scientific basis for the report. It is the place to explain how you conducted and interpreted your research. A careful, well-reasoned discussion gives credibility and weight to your argument, providing a sound basis for better business practice and further study.

Because the content of the middle section of the paper is usually complex and technical, it is important to make your presentation as accessible and efficient (short) as possible. Here are some suggestions:

- Explain the logic behind your research method — the steps you took and why you took them. Use the active voice.
- Present the material in a sequence that is easy to follow.
- Show how your analysis of the data led to your insights and conclusions.
- Use simple analyses where possible and put highly technical material in appendices.
- Distinguish between data and ideas that must be developed in the text, and those that can be more efficiently presented in a table, figure, or appendix.
- Refer to relevant research and theory but keep the literature review as short as possible when the study is empirical.
- Use headings to direct readers to the sections that are of greatest interest to them.

Conclusion and Managerial Implications

Like the introduction, the conclusion is an opportunity to motivate and inspire. In addition to reviewing the most important points covered, be

speculative. Explain how your work helps advance understanding of your subject and creates new opportunities for practitioners and researchers. Try to answer these questions: How might your findings and interpretations affect and alter strategies, behavior, and practices in companies? What are the limitations of your study, and what aspects of your topic need further study? What is the next step for practitioners and researchers?

MSI Report Summary

The 300-word managerial report summary is your first and more important opportunity to engage your reader’s interest. The summary should answer each of the questions outlined in “Before You Begin,” above. It should frame the managerial issue or business question that is addressed in your study, briefly describe the study approach and methodology, and highlight key findings and insights. The concluding paragraph(s) of the summary should discuss the implications of your findings for managers: what action might your readers take as a result of reading your report?

Manuscript Preparation

References

Please check all references carefully. All text citations must be fully listed as references at the end of the paper, and all references listed must be cited in the text. Follow the author–date reference style used by the academic journals in the field. Here are some examples:

Book:

Berry, Leonard L., and A. Parasuraman (1991), *Marketing Services: Competing Through Quality*. New York, N.Y.: The Free Press.

Journal article:

Deshpandé, Rohit (1982), “The Organizational Context of Market Research Use.” *Journal of Marketing* 46 (Fall), 91-101.

Book chapter:

Thaler, Richard (1987), “The Psychology of Choice

and the Assumptions of Economics.” In *Laboratory Experimentation in Economics: Six Points of View*, ed. Alvin E. Roth, 50–60. Cambridge, U.K.: Cambridge University Press.

Be selective in using references. It is usually not necessary to provide an exhaustive review of the literature in a working paper.

Please provide an editable version of your report. Tables and equations should be in Microsoft Word, and figures saved as JPEG or TIFF files.

Timing

The purpose of the series is to provide MSI members and academics early access to research results. Therefore, the paper should be submitted to MSI *well before* submission to a professional journal. Papers submitted that are near acceptance at journals are, in general, “too late” to be appropriate for the working paper series.

Terms and Conditions for Working Papers

The following terms and conditions govern working papers accepted by Marketing Science Institute for publication:

1. Copyright

The copyright of the Work will be in the name of the Researcher.

2. Grant of Rights and Territory

The Researcher grants and assigns to MSI, during the full term of copyright and all extensions or renewals thereof, the nonexclusive right to print, publish, sell, license and otherwise disseminate the Work as a working paper in the English language or in any other language throughout the world; and the Researcher grants and assigns said rights to MSI for said term on an exclusive basis with respect to the version of the Work that is finally edited, and approved for publication, by MSI. For purposes of this Agreement, the term “working paper” will mean a work of original research that is not published as a refereed work. The rights granted to

MSI include without limitation the right to publish, disseminate, transmit or broadcast the Work in whole, in selected or edited parts or in summary or condensed form, in print or by audio, audio-visual or electronic forms, whether now known or hereafter created, and the right to license others to do so.

3. Reserved Rights

All rights in the Work now existing, or which may hereafter come into existence, except those hereby specifically granted to MSI, are reserved to and by the Researcher for the Researcher’s use. It is understood and agreed that the Researcher will have the right to publish, or authorize others to publish, the Work as a refereed work in a scholarly journal or other publication.

4. Researcher’s Warranty and Indemnity

The Researcher warrants to MSI that the Researcher is the sole author of the Work; that the Work is original (except for any material from previously copyrighted Work obtained by permission or assignment); that the Work has not been previously published, is not in the public domain and does not infringe upon any statutory copyright or upon any common law copyright, proprietary right or any other right; that the Work contains no matter which is libelous, in violation of any right of privacy or otherwise contrary to the law; that all information therein, including charts, graphs, tables and the like, is true and accurate to the best of the Researcher’s knowledge and belief; that the Researcher is the sole and exclusive owner of the rights herein conveyed to MSI and has not previously assigned, pledged or otherwise encumbered the same; and that the Researcher has full power to enter into this Agreement and to make the grants herein contained. The foregoing warranties will be true and accurate as of the date of the Researcher’s initial submission of the Work to MSI, as of the publication of the Work and at all intervening times.

The Researcher will indemnify MSI and its officers and directors for any losses or expenses which any of them incur in connection with any

claim or action alleging facts which, if true, would constitute a breach of any of the foregoing warranties. The provisions of this section will survive termination of MSI's agreement to publish the Work.

5. *Manuscript*

The Researcher will prepare the Work in accordance with "MSI Working Paper Guidelines."

The Researcher will supply at the Researcher's own expense all captions, charts, graphs, tables or the like deemed necessary to the Work by MSI. If copyrighted material is included in the Work, the Researcher, at the Researcher's own expense, will secure from the copyright owners written permission to reprint said material in the Work. The Researcher authorizes MSI to make the manuscript of the Work conform to its standard style in punctuation, spelling, capitalization and usage.

6. *Publication*

MSI will publish the Work as a part of MSI's working paper series within twelve (12) months of receipt and acceptance by MSI of the final manuscript of the Work, including captions, charts, graphs, tables and the like as provided in section 5, provided that said period will be extended on account of delays from causes beyond the control of MSI. Should MSI fail to publish the Work before the expiration of said period, as extended on account of any such delays, its failure to do so will be deemed cause for the Researcher, if the Researcher so desires, to terminate MSI's rights to publish the Work.

7. *Researcher's Copies of the Work*

MSI will give to the Researcher on publication one copy of the Work.

8. *Researcher's Name*

MSI may use the Researcher's name and pertinent biographical information in connection with the advertising and promotion of the Work.

9. *Consideration*

The Researcher acknowledges that MSI's undertaking to publish the Work as a working paper

constitutes full and sufficient consideration for the Researcher's grant of rights and other agreements herein and that the Researcher will not be provided any royalties or other form of consideration relating to publication of the Work.

10. *Multiple Researchers; Lead Researcher*

In the event that multiple researchers are authors of the Work, the term "Researcher" as used in these Terms and Conditions will mean any and all such researchers, and the individual designated in MSI's letter of acceptance of the Work for publication as the "Lead Researcher" will have full power and authority on behalf of all such researchers, as agent of each of them, to receive notices, grant approvals or consents or otherwise exercise powers or rights provided to the Researcher under these Terms and Conditions for Working Papers.

11. *Miscellaneous*

MSI's letter of acceptance of the Work for publication and these Terms and Conditions for Working Papers contain the complete agreement of the parties with respect to the Work. The parties' agreement may be modified or amended only by written instrument executed by both parties. It will be binding upon and inure to the benefit of the executors, administrators, successors or assigns of each party, provided that, the Researcher may not assign any of the Researcher's rights, or subcontract any of the Researcher's duties, to any third party. The parties' agreement will be governed by the law of the Commonwealth of Massachusetts without regard to choice-of-law provisions, and state or federal courts located in the Commonwealth of Massachusetts will have exclusive jurisdiction to resolve any disputes concerning the same. Time is of the essence in the Researcher's performance.

Academic Participants

July 2006–February 2008

Rohini Ahluwalia, *University of Minnesota*

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Pei-yu Chen, *Carnegie Mellon University*

Yuxin Chen, *New York University*

Alex Chernev, *Northwestern University*

Pradeep Chintagunta, *University of Chicago*

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Rajiv P. Dant, *University of Oklahoma*

George S. Day, *University of Pennsylvania*

Marion Debruyne, *Vlerick Management School*

John A. Deighton, *Harvard University*

Marnik G. Dekimpe, *Tilburg University*

Anthony J. DeLeon, *Golden Gate University*

Preyas Desai, *Duke University*

Rohit Deshpandé, *Harvard University*

Tim Devinney, *University of New South Wales*

Ravi Dhar, *Yale University*

Vasant Dhar, *New York University*

Utpal Dholakia, *Rice University*

Kristin Diehl, *University of Southern California*

Min Ding, *Penn State University*

Isaac Dinner, *Columbia University*

Naveen Donthu, *Georgia State University*

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