JAQUELINE PELS, PhD
Universidad Torcuato Di Tella
Av Figueroa Alcorta 7350
- BUENOS AIRES
ARGENTINA
e-mail: jpels@utdt.edu

2011 PhD Degree University of Leicester UK

UNIVERSITY APPOINTMENTS

UNIVERSIDAD TORCUATO DI TELLA, Business School, Buenos Aires, Argentina
1994-current: Associate Professor
2008-current: Member of the Business School Academic Board (Consejo de Profesores)
2009-current: Member of the Library Committee (Comisión de Biblioteca)
2010-current: Founder and Director of the Inclusive Business Think Tank (Espacio de Negocios Inclusivos ENI-Di Tella)
2010-current; Member of the MBA Advisory Board

UNIVERSITA' DI TORINO, Business School, Torino, Italy
1993-1994: Associate Marketing Professor

SDA BOCCONI, Business School, Milan, Italy
1987-1994: Senior Lecturer in Marketing

COURSES

- In Di Tella
  - Estrategias Comerciales para Mercados Emergentes (MBA)
  - Advanced Marketing (MBA)
  - Inclusive Business
  - Rethinking Social Responsibility and Inclusiveness
  - Diverse Executive Education Programs
  - Marketing Projects (undergrad)
  - Emerging Topics in Marketing (undergrad)
- Internationally
  - Quality Management, Università degli Studi di Napoli Federico II, Napoli, Italy
  - Doing Business in Argentina
  - Argentine Consumer Behavior - Goizueta Business School Emory University
  - Argentine Consumer Behavior - HEC Montreal
  - IBUS 3201 International Marketing - George Washington University
  - International MBA, Commercial Strategies for Emerging Markets
  - Quality Management, Università degli Studi di Napoli Federico II, Napoli, Italy

AFFILIATIONS AND SERVICES

ORGANIZATIONS (Advisory Board)

- Member of Board of Ph.D. Thesis examination for the IMS Unison University, India (as from 2021).
- Scientific Committee the European Association for Research on Services (as from 2017)
- International Society for Marketing Development (ISMD) (as from 2015)
- International Advisory Board, Academy of Indian Marketing (AIM) (as from 2010)
- American Marketing Science (AMS), member of the Blue Ribbon Commission (2003-2004)

EDITORIAL (Chronological)

- **Associate Editor**
  - Marketing Theory (2011-2014)
  - Emerald Emerging Markets Case Studies (2010-2012)

- **Guest Editor**
  - Journal of Service Theory and Practice, Special Issue 5th Naples Forum (2018)
  - Journal of Business and Industrial Marketing, Special Issue Relationship Marketing Summit (2009)
  - Journal of Business Market Management, Special Issue Relationship Marketing Summit (2009)

- **Regional Editor**
  - for South America, Journal of Business and Industrial Marketing (2006-2015)
  - for Latina America, AMS-Review (2004-2008)

- **Editorial Advisory Board and/or Scientific Board**
  - Systems Management Book Series, Giappichelli-Routledge Publishing House (as from 2017)
  - Russian Management Journal (as from 2016)
  - Journal of Business and Industrial Marketing (as from 2016)
  - Marketing Intelligence and Planning (as from 2014)
  - Marketing Theory (as from 2014)
  - Scientific Committee, Mercati & Competitivitá (as from 2013)
  - Journal of Business Market Management (as from 2011)
  - Journal of Business and Industrial Marketing (as from 2006)

- **Editorial Review Board**
  - AMS Review (as from 2019)
  - Impresa, Ambiente e Management (as from 2011)
  - International Journal of Online Marketing (as from 2010)
  - Journal of Global Marketing (as from 2004)
  - International Journal of Internet Marketing and Advertising (as from 2002)
  - Journal of Relationship Marketing (as from 2001)
  - Journal of International Marketing (as from 2000)
  - Journal of Business in Developing Nations (as from 1998)
  - Journal of Marketing (2000-2006)

- **Manuscript Review Board**
  - European Journal of Marketing (as from 2011)
  - Journal of the Academy of Marketing Science (as from 2009)
  - Journal of Macro-marketing (as from 2008)

CONFERENCE ORGANIZATION

- **Conference/Workshop Chair**
  - Conference Co-chair (Erika Salvat), Strategic Management In Latin America Conference (SMLA), Buenos Aires, Argentina, 11th -12th December, 2022
  - Regional Chair for Latin America, AIM Conference, Bangalore, India July 2012
  - Conference co-chair, 37th Annual Macromarketing Conference, Berlin, Germany, June 13 – June 16, 2012
  - Workshop Co-chair, CoopLink Workshop: Service Science Principal Scientific Domains and Major Priorities, Buenos Aires, 18th -20th April, 2011
  - Conference co-chair, 9th International Relationship Marketing Conference, Berlin, Germany, September 30 - October 2, 2009
  - Conference chair, The Relationships Marketing Summit, joint event of the Relationship Marketing AMA SIG and the International Colloquium in Relationship Marketing (ICRM), Buenos Aires, December 13-15 2007
  - Conference co-chair, The International Marketing Educators Conference, American Marketing Association, Buenos Aires, June 28th – July 1st, 2000

- Regional Chair, Emerging Markets in the New World Order –The Paradigm Shift, New Delhi, India, December, 2010

- **Advisory Board**
  - Advisory Board of the Naples Forum on Service, Capri (as from 2009)
  - Advisory Board of the International Colloquium in Relationship Marketing. 2010-2015

- **PhD Student Mentor**
  - Senior Mentor for PhD students, at the 9th AIM-AMA Sheth Foundation Doctoral Consortium, India, 25th – 30th June 2021, Virtual
  - Senior Mentor for PhD doctorial workshop 5th Naples Forum, Sorrento, 6 June, 2017
  - Senior Mentor for PhD students, in Emerging Markets in the New World Order, New Delhi, India, December, 2010

- **Track Chair**
  - Relationship Marketing track co-chair, AMS World Marketing Congress, Atlanta, USA, September 2012
  - Relationship Marketing track co-chair, AMS World Marketing Congress, Oslo, Norway, July 2009
  - International Marketing track co-chair, 34th EMAC Conference, Milan, Italy, May 2005
  - Relationship Marketing track co-chair, 33rd EMAC Conference, Murcia, Spain, May 2004
  - Relationship Marketing track co-chair, AMS Conference, Perth, Australia, June 2003
  - Latin American Issues track co-chair, AMS Conference, Valencia, Spain, June 2002

- **Session chair**
  - Session chair, 5th Naples Forum, Sorrento, 6 June, 2017
  - Session Chair, 43rd EMAC, Valencia, Spain, 3-6 June, 2014
  - Session Chair, Naples Forum on Service, Capri, 2011
  - Session Chair, Emerging Markets in the New World Order, New Delhi, India, 2010
  - Session-chair, Naples Forum on Services, Capri, Italy 2009
  - Session-chair, IV Annual Conference LSS, Honolulu, USA 2008
  - Session-chair, 11th ICRM Conference, Cheltenham, England 2003
  - Session-chair, IMP Conference, Dublin, Ireland 1999
  - Session-chair, AMS Conference, Norfolk, USA 1998

- **Reviewer**
  - Reviewer, 6th Naples Forum, Ischia, 6-7 June, 2019
  - Reviewer, World Marketing Congress, Porto, June 27-30, 2018
  - Reviewer, 5th Naples Forum, Sorrento, 6-9 June, 2017
  - Reviewer, Reser Conference, Naples, 8-10 September, 2016
  - Reviewer, 44th EMAC, Leuven, Belgium, 26-29 May, 2015
  - Reviewer, Naples Forum, Naples, 9-12 June, 2015
  - Reviewer, 43rd EMAC, Valencia, Spain, 3-6 June, 2014
  - Reviewer, Naples Forum on Service, Ischia, 18-21 June,2013
  - Reviewer, 42nd EMAC, Istanbul, Turkey, 4-7 June, 2013
  - Reviewer, American Marketing Association Summer Marketing Educators' Conference, Chicago, USA, 2012
  - Reviewer, 41st EMAC, Lisbon, Portugal, 2012
  - Reviewer, Naples Forum on Service, Capri, 2011
  - Reviewer, 40th EMAC, Ljubljana, Slovenia, 2011
  - Reviewer, 18th ICRM Conference, Henley, England, 2010
  - Reviewer, 39th EMAC, Copenhagen, Denmark, 2010
  - Reviewer, IAM conference, Buenos Aires, Argentina, 2009
  - Reviewer, 38th EMAC, Nates, France, 2009
  - Reviewer, UK Academy of Marketing Conference, Nottingham, UK, 2006
  - Reviewer, 35th EMAC, Athens, Greece, 2006
  - Reviewer, 11th ICRM Conference, Cheltenham, England, 2003
  - Reviewer, 32nd EMAC Conference, Glasgow, Scotland, 2003
  - Reviewer, AIB Conference, San Juan, Puerto Rico, 2002
  - Reviewer, 31st EMAC Conference, Braga, Portugal, 2002

- Reviewer, Summer AMA Conference, Washington, USA, 2001
- Reviewer, BALAS Conference, Caracas, Venezuela, 2000
- Reviewer, 7th ISMD Conference, Accra, Ghana, 2000
- Reviewer, IMP Conference, Dublin, Ireland, 1999
- Reviewer, AMS Conference, Norfolk, USA, 1998

BOOK REVIEWER

- Reviewer for the chapter "A Qualitative Study on the Survival Strategies of Retailers in BoP Markets", in *Bottom of Pyramid Marketing: Making, Shaping and Developing BOP Markets*, Ramendra Singh (ed), Emerald, (2018)
- Reviewer for the chapter, "Engagement Research and Middle Range Theories", Elina Jaakkola, Jodie Conduit, Julia Fehrer *The SAGE Handbook of Service-Dominant Logic*, Lusch R.F., Vargo S.L. and Koskela-Huotari K. (eds), SAGE, (2018)
- Editorial Board for the "Handbook of Marketing Theory" SAGE, 2008
- Book Proposal Reviewer, "Critical Marketing: Defining the Field", Butterworth-Heinemann, 2005
- Book Proposal Reviewer, "The Tribal Marketing Handbook", Butterworth-Heinemann, 2005
- Reviewer, Anderson J. and Narus, J., "Business Markets: Understanding what Customers Value", Prentice Hall, 1999

EXTERNAL PHD EXAMINER

- 2021, Smaldone Francesco Dissertation: Big Data Management, University of Salerno, Italy.
- 2020, Rajeev Kamineni, Dissertation: Entrepreneurial Motivation, Failure and Resilience of Movie Producers in Producing Movies, University of Adelaide, Australia
- Sara Lindeman, Dissertation: Early phase market organizing in subsistence settings, Hanken School of Economics, 2017
- Mariarosaria Coppola, Dissertation: A discursive view of value: The dieselgate Case, Università Degli Studi Di Napoli Federico II, 2017

INSTITUTIONAL SERVICES – UNIVERSIDAD TORCUATO DI TELLA

- Director of ENI, Espacio Negocios Inclusivos a research center on Inclusive Business (as from 2010)
- Member of the Undergraduate Program Study Council (as from 2005)
- Member of the Library Committee (Comisión de Biblioteca)(as from 2009)
- Member of the MBA Advisory Board (as from 2010)
- Member of the Advisory Board to the President of the University (2001-2002)

HONORS AND GRANTS

- 2021 Keynote speaker at MoveRSE, Compras con Propósito, 21st October, Rosario, Argentina (virtual)
- 2021 Keynote speaker at Simposio AAQCT-INTI, 7th October, Buenos Aires, Argentina (virtual)
- 2021 Keynote speaker at 11ª Conferencia Internacional de Responsabilidad Social y Sustentabilidad "ConfIARSE 2021", 8th September, Buenos Aires, Argentina (virtual)
- 2021 Keynote speaker at AVINA LatinAmerica meeting 3rd September, LATAM (virtual)
- 2021 Keynote speaker at the opening of the Master of Science in Business Administration of INN, 23rd August, Norway (virtual)
- 2021 Keynote speaker at LN+ Sustentabilidad, Los desafíos de la Sustentabilidad, 13th July, Buenos Aires, Argentina,
- 2021 Member of Board of Ph.D. Examiners Thesis of the IMS Unison University of Uttarakhand, India
- 2020 Member of the Board of Director of the NAB of the Impact Investment Group Argentina
- 2020 Scientific Board of the University of Salerno Ph.D. program
- 2019 Guest Speaker at Sistema B, April 29, Buenos Aires
- 2019 Key Note Speaker en Sustainable Brands, 26-27 Agosto, Montevideo, Uruguay
- 2018 Jurado del XIV Premio CCI Franco-Argentina a la Sustentabilidad (RSE/Gestión Sustentable) de la Cámara de Comercio e Industria Franco-Argentina, 18 September, Buenos Aires, Argentina.
- 2018 Knowledge Partners of the W20 International Dialogue on Financial Inclusion.
- 2018 Member of the Board of the Argentina Impact Investment Group.
- 2018 Guest article, "My Academic Role Model, AMA SERVSIG, http://www.servsig.org/wordpress/category/my-role-model
- 2017 Winner of the Evert Gummesson Outstanding Research Award, established by the Naples Forum on Service.

- 2017 Jurado del III Premio Latinoamericano Transformadores impulsado por RedEAmérica, categoría Negocios y Comunidades Sostenibles.
- 2016-current Member of the Consejo de Administración de la Fundación YPF
- 2016 Moderadora seminario El Futuro del Trabajo: modalidades y espacios", Universidad Torcuato Di Tella, 31 de March.
- 2016 Jurado III Premio Latinoamericano de Comunidades Sustentables, RedEAmerica.
- 2016 Emerald Literati Network Awards for Excellence, Highly Commended Paper in the 2016 "Business model innovation: learning from a high-tech-low-fee medical healthcare model for the BOP" published in *International Journal of Pharmaceutical and Healthcare Marketing* 2015 Vol 9 3 E
- 2015 Scientific Committees of the University of Salerno Summer School
- 2015 Scientific Board of the Management Book Series, Springer Eds
- 2014 PhD in Management's board of professors and researchers, joint program by the University of Naples "Federico II" University of Naples "Parthenope" and the Second University of Naples
- 2013 Concurso de Fondos para la Innovación Pedagógica, $2.500
- 2012 Best MBA professor (2nd place)
- 2012 "Market Plasticity", Best Contribution Potential Award, 3rd Forum on Markets and Marketing, Auckland December 10th-12th
- 2012 Ranked as one of the best professors within the 15 most important Business Schools in Latin America by. América Economía Intelligence Unit.
- 2012 Projects for: Sony, P&G, Quilmes, Soz, F5, Phillips, Telefonica ($22.000)
- 2012 Sheth Foundation Grant, U$ 2500
- 2011 Judge for Premio Negocios Sociales, AMCHAM
- 2011 Funding ENI: U$D10.000 Avina, U$D10.000 IBM
- 2011 Projects for: Direct TV, Barbie, Telefonica ($10.500)
- 2009/2011The Emerging Perspectives of Service Science for Management and Marketing Studies. Joint research with the Mid Sweden University (Sweden) and Universitá degli Studi di Cassino (Italy). Cooperazione Interuniversitaria Internazionale (A.F. 2008). Bando del Ministero dell'Istruzione, dell'Università e della Ricerca (MIUR). Direzione Generale per l'Università – Ufficio IV. Protocollo n. 1324 .(Euros 66.000)
- 2010 Research project: "Rethinking Strategies for the Underserved in the Emerging Economies: In search for an elusive pattern", Highly Commended Award winner of the 2010 Emerald/CLADEA Latin American Management Research Fund Award
- 2010: Extension Project PICTO CRUP # 2-31361; (*$* 41.583) Topic: "*Como abastecer la base de la pirámide? Una propuesta desde el Marketing. Aplicación al caso Argentino"* [How to serve the BOP, an Argentine case study].
- 2010 Projects for: Telefonica, Microsoft, Teleperformance, J&J, Mercado Libre, YELL, Lenor, ESAB-Conarco, Medix, Fundacion Flexer, Intergest, Grupo E, Climarisk, ESET, Van de Heider ($ 35.000).
- 2009 Projects for: Microsoft, Bibliografika, Yell Argentina, Three Melons, AFS, ESAB, Wingum, P&G, Lenovo, Dridco-Demotores, Telefonica TV, Telefonica Blindaje, Schneider Electric, Globant, Gambrinus ($23.500)
- 2008 Member of the jury of the Mercurio Award
- 2008 Projects for: Telefonica, Discovery, TuBlip, Microsoft, IPlan, de Remate, Plus Video, Bibliografika, Yell, La Caja, Met Life, Finca Pilar, L'Oreal. ($ 25.600)
- 2008-2009: Project PICTO CRUP # 2-31361; (*$* 76.532) Topic:"*Como abastecer la base de la pirámide? Una propuesta desde el Marketing. Aplicación al caso Argentino"* [How to serve the BOP, an Argentine case study].
- 2007 Projects for: 3M, Climarisk SA, Discovery, Ledesma, Los Robles, Procter & Gamble, Royal Class, Tensocable, Microsoft Argentina, Iplan, Maxima AFJP (HSBC), Covergencia Latina, Prima Internacional (Ubbi), Yell Argentina, Telefonica de Argentina, Loreal ($ 15.750).
- 2006 Member of the jury of the Mercurio Award
- 2006 Projects for: *Telinver, Swiss Medical, Iplan, Maxima AFJP, Microsoft Argentina, Procter & Gamble, Zurich Argentina, Unilever de Argentina, New Arrecife (Reef), Imagen Satelital (FTV), Nokia Argentina, Bio Science* ($11.850).
- Great Women of the 21st Century
- ABI (American Biographical Institute), 'Woman of the Year 2002, 2005, 2006', 'American Medal of Honor 2002'
- International Who's Who of Professionals
- International Who's Who of Professional & Business Women 2002, 2003, 2004, 2005, 2006, 2008, 2009,2010, 2011.

- 1999-2000: ISBM Research Grant (U$ 8.600). Topic: Designing Marketing Channels for Business Products in Emerging Markets: A Comparison of Practices in Argentina and the United States
- 1998: Roche Research Grant (U$15.000). Topic: Aircraft Passengers' Feelings towards Flying

RESEARCH PROJECTS

(in SDA Bocconi, Italy, 1987-1994, and in Universidad Torcuato Di Tella, Argentina, as from 1994)

- (2019-ongoing) **Impact Measurement and Management** (IMM). The Inclusive Busienss Think Tank of the University Di Tella (ENI-Di Tella), Duke University, in collaboration with the United Nations Development Programme (UNDP) and the Impact Management Project (IMP), are working to launch an effort in 2019 to produce a global online training series on impact measurement and management (IMM) asit relates to achieving the Sustainable Development Goals (SDGs) through impact investment.
  - Coursera course Impact Measurement and Management for the SDGs https://www.coursera.org/learn/impact-for-sdgs
- (2012-on going) **Defining markets.** Several researchers have pointed out that for marketing to develop as a discipline as well as to contribute to solving complex business and societal challenges, it should question the traditional neo-classical view of markets and develop a new theory of markets (Buzzell 1999, Venkatesh et al. 2006, Vargo & Lusch 2008, Ellis et al. 2010). This research stream generated a seminal article:
  - "Is Service Management experiencing a Change of Era?" co-author Mele,C. in Handbook of Service Management (eds) Edvardsson, B. and Stronvoll, B., Palgrave, 2021
  - "Change of Era or Era of Change? in The Impact of the COVID-19 on *International Business: Change of Era*, (eds) Marinov, M. and Marinova, S., Routledge, 19-26, 2021
  - "A Holistic Market Conceptualization",by Mele,C., Pels, J., and Storbacka, K., *Journal of the Academy of Marketing Science* Volume 43, Issue 1, January, pp. 100-114, 2015.

  A series of paper and chapters were written following this publication
  - "Shaping Service Ecosystems: exploring the Dark Side of agency" co-authors, Nenonen, S., Kaartemo, V., Mele, C., Storbacka, K., Wernicje, C., and Nariswari, A., *Journal of Service Management*, 29 (4), 521-545, 2018.
  - "Developing Midrange Theory for Emerging Markets: a service-dominant logic perspective", co-author Mele, C., Chapter 35 in *Sage Handbook on Service-Dominant Logic*, (eds) Vargo, S.L. and Lusch, R.F., Sage, 599-618, 2018
  - "A New Perspective on Market Dynamics: Market Plasticity and the Stability-Fluidity Dialectics", co-authors Suvi Nenonen, Hans Kjellberg, Lilliemay Cheung, Sara Linderman, Criitina Mele, Laszlo Sajtos, Kaj Storbacka, *Marketing Theory*, Vol 14, No.3, September, 2014.
- (2008- on going) **Inclusive Business**. Prahalad (2005) calls our attention to the BOP as potential market. An inclusive business is a sustainable business that benefits lower-income communities. Inclusive business is not corporate philanthropy, which has inherent limitations of scope and budget. Rather, it is the search for viable (sustainable) business models that "do well by doing good", and have the potential to become part of the mainstream business model. Large corporations traditionally target consumers in the middle and high-income segments of society, and buy from established suppliers and service providers from the formal economy. Inclusive businesses find profitable ways to engage low-income communities through: directly employing low-income people, as suppliers of goods and services, or by providing affordable goods and services targeted at low-income communities. The current study generated a series of publications:
  - "Antifragility Strategies: The Arbusta case in COVID 19 Argentina", co-author Kharoubi Echenique, L., in *Community, the Economy, and the COVID-19 Pandemic: Lessons Learned in Community and Market Development* (eds) Shultz, C., Sirgy, J. and Rahtz, D., Springer Publishing, 2021
  - Democratizing the access to formal markets: Challenges for informal sellers", in *Marketing to the* Poor, (eds) Wani, T. A. and Singh, R. Routledge (Taylor and Francis Group), 2021
  - "Serving the Invisible Poor: Segmenting the Market", co-author Sheth, J., *Journal Global Marketing*, vol 43 (4), 270-281, 2021
  - "Informal Sellers and Formal Markets: A Habitus Gap", co-authors Araujo, L and Kidd, T. *Journal of Business and Industrial Markets*, 2021
  - "Designing Solutions for the low-income consumer markets: Four schools of thought", co-author Sheth J.N., chapter 5 in *Bottom of the Pyramid Marketing: Making, Shaping and Developing BOP Markets*, (ed) Singh, R., Emerald, 2018.

- "Developing Midrange Theory for Emerging Markets: a service-dominant logic perspective", co-author Mele C., Chapter 35 in *The SAGE Handbook of Service-Dominant Logi*c, Lusch R.F., Vargo S.L. and Koskela-Huotari K. (eds), SAGE, 599-618, 2018
- "Business Models to Serve Low Income Consumers in Emerging Markets", co-author Sheth, J.N., *Marketing Theory*, Volume 17 Issue 3,pp. 373-391, 2017
- "Market resource gaps: Identifying resources to co-create solutions that facilitate consumption", co-author Lisa Abendroth, *Marketing Theory*, 17 issue: 3, pp.: 357-371, 2017
- "The role of shared intentions in the emergence of service ecosystems", co-authors Taillard Marie, Peters Linda and Mele Cristina, *Journal of Business Research*, Volume 69 Issue 8, 2972-2980, 2016
- "VSA and SDL Contribution to Strategic Thinking in Emerging Economies", co-author Sergio Barile, Maria Luisa Saviano, Francesco Polese, Managing Service Quality, Vol. 24, No. 6, pp. 565-591 2014
- "Characterizing Emerging Markets", co-author Kidd, T., *Organizations and Markets in Emerging Economies*, Vol. 3, No. 2 (6), p. 8-22, 2012
- "The Service Dominant Logic: A Conceptual Foundation to Address the Underserved", *International Journal of Rural Management*, special issue on "Rural Marketing: Marketing to Rural, Poor, or Disadvantaged Consumers", Sage publications, Vol 8, No 1,2, p.61-83, 2012

- 1998-2015: **Understanding Contemporary Marketing Practice in BRIC countries.** This project aims at replicating the CMP study in Emerging Markets. The CMP study is a a cross-country study of contemporary marketing practices and managerial perceptions about marketing, in a context that integrates both traditional and relational views of marketing (http://cmp.auckland.ac.nz/). The most prominent CMP article, Coviello et al (2002) "How Firms Relate to Their Markets: An Empirical Examination of Contemporary Marketing Practices" Journal of Marketing, was international in is nature but did not contemplate Emerging Markets (EM) in its sample. Previous CMP studies in EM and preliminary and partial data analysis suggest that Contemporary Marketing Practices in EM share some communality with Developed Markets but also have marketing practices that are specific to EM cultural, economic, legal, political environment. Associated publications are:
  - "Contemporary Marketing Practices in Latina America: The cases of Argentina and Brazil", co-authors Gabriel Levrini, Tomas Kidd, *Russian Management Journal*, Volume 13 (1), pp. 27-42, 2015
  - Do we Really Understand Business Marketing? Getting Beyond RM and BM Matrimony, co-authors Möller, K.E. and Saren, M., Journal of Business and Industrial Marketing, Vol. 24, N. 5/6, 2009
  - Business-To-Business Marketing Practices in Emerging Economies: West Africa and Argentina Benchmarked with The United States, co-authors Dadzie, K. And Johnston, W; Journal of Business and Industrial Marketing, Vol 23., p. 115-123 2008, 2009 Highly Commended Award
- 2009-2012 **The Emerging Perspectives for Management and Marketing Studies.** Joint research with the Mid Sweden University (Sweden) and Universitá degli Studi di Cassino (Italy). The scientific goal of the project it to root "Service Science" in the three/four University units and to create a leading group of scholars that foster service science studies internationally, contributing to international debate and guiding its development. A specific international publication (in the form of a book edited by the 3 units) will follow the final workshop, and several papers and contributes will be written along all the research period.
  - Complexity and Governance", co-authors Barile. S. and Polese, F., Global Encyclopedia of Public Administration, Public Policy, and Governance, (ed) Farazmand,A., Springler, 2018
  - "A4A relationships", co-authors Polese, F., Tronvoll, B., Bruni R., and Carrubbo, L., Journal of Service Theory and Practice 27(5), 1040-1056, 2017
  - "An Introduction to the Viable System Approach and its Contribution to Marketing", co-author Barile S., Polese F., and Saviano, M., *Journal of Business Market Management*, Vol 2, 2012, p. 54-78.
  - "Value Co-creation: Using a Viable Systems Approach to Draw Implications from Organizational Theories", co-authors Polese F. and Brodie, R. Mercati e Competitivitá, Vol 1, pp.19-38, 2012
  - "Theorizing About the Service Dominant Logic: The Bridging Role of Middle Range Theory" co-authors Brodie R. J. and Saren M., Marketing Theory, Vol. 11, No. 1, 2011
  - "Configurational fit: Pathways for successful value co-creation" co-author Polese, F. in Polese, F., von Friedrichs, Y. (eds), Perspectives of Service Science Research, Special Issue of the Journal Impresa, Ambiente, Management, Vol. 3, No. 2, 2010
  - A Brief Review of Systems Theories and their Managerial Applications, co-authors Mele, C. and Polese, F., Journal of Service Science, Vol. 2 (1) 2010
- 2002-2010: **Managers as Interpreters of the Context and their Role in Decision Making**. Shrivastava and Mitroff (1984) invite academics to look at managerial assumptions, "with the exception of a small number of theorists few have given any importance to the role of managerial assumptions and the implicit cognitive maps in explaining

organizational behaviour" the aim of this study is to help bridge this gap. This position does not ignore the role of external factors, rather, it aims at introducing, in the marketing debate, an aspect that has been present in other managerial disciplines and that both researchers and managers could benefit from in their study of marketing choices

- 1999-2000: **Designing Marketing Channels for Business Products in Emerging Markets**: **A Comparison of Practices in Argentina and the United States**. Sponsored by the ISBM
- 1987-1995: IMP.2 **International Research on Industrial Marketing and Purchasing.**
- 1990-1992: **Structure of the Market Research Industry in Italy**
- 1989-1990: **Understanding the Professional Services**. A multi-functional research project on the peculiarities of the Professional Services

REFEREED JOURNAL PUBLICATIONS

- "Informal Sellers and Formal Markets: A Habitus Gap", co-authors Araujo, L and Kidd, T. *Journal of Business and Industrial Markets*, 2021
- "Serving the Invisible Poor: Segmenting the Market", co-author Sehth, J., *Journal Global Marketing*, 34(4), 270-281 (2021)
- "Social business innovation: A fresh conceptualisation of collective practices", co-authors Mele, C., Russo-Spena,T., Tregua, M., *Social Business*, 10(1), 5-34, 2020
- "Shaping Service Ecosystems: exploring the Dark Side of agency" co-authors, Nenonen, S., Kaartemo, V., Mele, C., Storbacka, K., Wernicje, C., and Nariswari, A., *Journal of Service Management*, 29 (4), 521-545, 2018.
- "A4A relationships", co-authors Polese, F., Tronvoll, B., Bruni R., and Carrubbo, L., *Journal of Service Theory and Practice* 27(5), 1040-1056, 2017
- "Business Models to Serve Low Income Consumers in Emerging Markets", co-author Sheth, J.N., *Marketing Theory*, Volume 17 Issue 3, pp. 373-391, 2017
- "Market resource gaps: Identifying resources to co-create solutions that facilitate consumption", co-author Lisa Abendroth, *Marketing Theory*, 17 issue: 3, pp.: 357-371, 2017
- "The role of shared intentions in the emergence of service ecosystems", co-authors Taillard Marie, Peters Linda and Mele Cristina, *Journal of Business Research*, Volume 69 Issue 8, pp 2972-2980, 2016
- "Marketization and its Limits", co-author Luis Araujo, *Decisions*, Special Issue on Re-thinking Marketing, Volume 42, Issue 4, pp.451-456, 2015
- "A Holistic Market Conceptualization", co-authors Cristina Mele, Kaj Storbacka, *Journal of the Academy of Marketing Science* Volume 43, Issue 1, January, pp. 100-114, 2015
- "Contemporary Marketing Practices in Latina America: The cases of Argentina and Brazil", co-authors Gabriel Levrini, G., Kidd, T., *Russian Management Journal*, Volume 13 (1), pp. 27-42, 2015
- "Business Model Innovation: Learning from a High-tech-low-fee Medical Healthcare Model for the BOP", co-autho Kidd Tomas, *International Journal of Pharmaceutical and Healthcare Marketing* Volume 9 (3), pp. 200-218, 2015
- "VSA and SDL Contribution to Strategic Thinking in Emerging Economies", co-author Sergio Barile, Maria Luisa Saviano, Francesco Polese, *Managing Service Quality*, Vol. 24, No. 6, pp. 565-591 2014
- "A New Perspective on Market Dynamics: Market Plasticity and the Stability-Fluidity Dialectics", co-authors Suvi Nenonen, Hans Kjellberg, Lilliemay Cheung, Sara Linderman, Criitina Mele, Laszlo Sajtos, Kaj Storbacka, *Marketing Theory*, Vol 14, No.3, September, 2014.
- "Characterizing Emerging Markets", co-author Kidd, T., *Organizations and Markets in Emerging Economies*, Vol. 3, No. 2 (6), 2012, p. 8-22
- "Configurational Fit: Understanding the Pre-requisites to Successful Value Co-creation", co-author Polese, F., *Imprese, Ambiente , Management*, Vol. 4, No.3, 2012, p.355-374
- "The Service Dominant Logic: A Conceptual Foundation to Address the Underserved", *International Journal of Rural Management*, special issue on "Rural Marketing: Marketing to Rural, Poor, or Disadvantaged Consumers", Sage publications, Vol 8, No 1,2, 2012, p.61-83
- "Value Co-creation: Using a Viable Systems Approach to Draw Implications from Organizational Theories", co-authors Polese F. and Brodie, R. *Mercati e Competitivitá*, Vol 1, pp.19-38, 2012
- "An Introduction to the Viable System Approach and its Contribution to Marketing", co-author Barile S., Polese F., and Saviano, M., *Journal of Business Market Management*, Vol 2, 2012, p. 54-78.
- "BioScience Argentina: BioMobile and the Telemedicine Market", co-authors Schurman, N. and Garcia, C., *Emerald Emerging Markets Case Studies*, 2011

- "Commentaries on the state of journals in marketing: In Search for Better Questions", *Marketing Theory*, Vol. 11, No. 2, 2011
- "Theorizing About the Service Dominant Logic: The Bridging Role of Middle Range Theory" co-authors Brodie R. J. and Saren M., *Marketing Theory*, Vol. 11, No. 1, 2011
- "Configurational fit: Pathways for successful value co-creation" co-author Polese, F., in Polese, F., von Friedrichs, Y. (eds), *Perspectives of Service Science Research*, Special Issue of the Journal *Impresa, Ambiente, Management*, Vol. 3, No. 2, 2010
- A Brief Review of Systems Theories and their Managerial Applications, co-authors Mele, C. and Polese, F., *Journal of Service Science,* Vol. 2 (1) 2010
- *Introducing Managers in Marketing Practices Studies: A Configurational Approach to the Way Organizations Relate to their Markets,* co-author Lefaix-Durand. A., *Revista Romana de Marketing*, Vol 1, pp. 74-96, 2010 ISSN: 1842-2454 EISSN: 1844-6523
- Do we Really Understand Business Marketing? Getting Beyond RM and BM Matrimony, co-authors Möller, K.E. and Saren, M., *Journal of Business and Industrial Marketing,* Vol. 24, N. 5/6, 2009
- Business-To-Business Marketing Practices in Emerging Economies: West Africa and Argentina Benchmarked with The United States, co-authors Dadzie, K. And Johnston, W; *Journal of Business and Industrial Marketing*, Vol 23., p. 115-123 2008 ***2009 Highly Commended Award***
- A Comment on Paradox and Middle-Range Theory: Universality, Synthesis and Supplement, co-author Saren, M; *Journal of Business and Industrial Marketing*, Vol 23., 2008
- Negotiating Incommensurability in Marketing Theory, co-authors Saren, M. and Tadajewski, M.; *Advances in Doctoral Research in Management,* L. Moutinho (ed.), Vol. 1, 2006
- The Role of Assumptions in the Choice of Marketing Strategy, co-author Saren, M.; *Finanza, Marketing e Produzione*, Special Issue Milan 34th EMAC Conference, Vol. 3 (September), 2005
- The New Ps of Relational Marketing, Perspectives, Perceptions & Paradigms: Learnings from Organizational Theory and the Strategy Literature, co-author Saren, M.; *Journal of Relationship Marketing,* Vol. 3 (1), 2005
- Marketing Practice and Market Orientation: An Exploratory International Study, co-author Palmer, R.; *Journal of Euromarketing*, Vol. 14 (1/2), 2005
- Benchmarking Business-to-Business Marketing Practices in Transitional and Developed Economies: Argentina Compared to the USA and New Zealand, co-authors Brodie, R. J. and Johnston, W.; *Journal of Business in Industrial Markets,* Vol. 19 (6), 2004
- Profiling Marketing Practice in a Transition Economy: The Argentine Case, co-author Brodie, R. J.; *Journal of Global Marketing*, Vol. 17 (1), 2003
- Marketing Exchange Situations: Empirical Cases on the Seller's Perspective, co-author Lindgreen, A.; J*ournal of Relationship Marketing,* Vol. 1 (3), 2002
- Integrating Transactional and Relational Marketing Exchange: A Pluralistic Perspective, co-authors Coviello, N. and Brodie, R.J.; *Journal of Marketing Theory and Practice,* Vol. 8 (3), 2000
- Commentary to Conducting Cross-National Research in Relationship Marketing: A Discussion of Methodological Challenges; *Australasian Marketing Journal*, Vol. 7 (1), 1999
- Exchange Relationships in Consumer Markets? *European Journal of Marketing*, Vol. 33 (1/ 2), 1999. ***Citation of Excellence by ANBAR Electronic Intelligence***
- The Market Research Industry in Italy, co-author Adams, P.; *European Management Journal,* Vol. 11 (1), 1993
- Le Ricerche di Mercato in Italia: il Profilo dell'Offerta, co-author Molteni, L.; *Economia & Management*, Vol. 4 (September), 1993
- Identification and Management of Key Clients; *European Journal of Marketing*, Vol. 26 (5), 1992
- Identificazione e Gestione dei Clienti Chiave, *Economia & Management*, Vol. 20 (May), 1991
- Professional Service Firm: Standardizzare per Crescere, co-author Arcari, A.; *Economia & Management*, Vol. 18 (January), 1991

BOOK CHAPTERS and CASES IN BOOKS

- **Chapters- Sections in Books**
  - "Is Service Management experiencing a Change of Era?" co-author Mele,C. in *Handbook of Service Management* (eds) Edvardsson, B. and Stronvoll, B., Palgrave, 2021

- "Democratizing the access to formal markets: Challenges for informal sellers", in *Marketing to the* Poor, (eds) Wani, T. A. and Singh, R. Routledge (Taylor and Francis Group), 2021
- "Antifragility Strategies: The Arbusta case in COVID 19 Argentina", co-author Kharoubi Echenique, L., in *Community, the Economy, and the COVID-19 Pandemic: Lessons Learned in Community and Market Development* (eds) Shultz, C., Sirgy, J. and Rahtz, D., Springer Publishing, 2021
- "Change of Era or Era of Change? in *The Impact of the COVID-19 on International Business: Change of Era*, (eds) Marinov, M. and Marinova, S., Routledge, 19-26, 2021
- "Developing Midrange Theory for Emerging Markets: a service-dominant logic perspective", co-author Mele, C., Chapter 35 in *Sage Handbook on Service-Dominant Logic*, (eds) Vargo, S.L. and Lusch, R.F., Sage, 599-618, 2018
- Complexity and Governance", co-authors Barile. S. and Polese, F., *Global Encyclopedia of Public Administration, Public Policy, and Governance*, (ed) Farazmand,A., Springler, 2018
- "Designing Solutions for the low income consumer markets: Four schools of thought", co-author Sheth J.N., Chapter 5 in *Bottom of the Pyramid Marketing: Making, Shaping and Developing BOP Markets*, (ed) Singh, R., Emerald, 2018.
- *"*A network perspective to business relationships*"*, *Marketing Graffiti* (second edition), Saren M. (ed.), Butterworth Heinemann, 2017
- "International Relationship Marketing", *Online International Encyclopedia of Marketing,* Sheth, J. and Malhotra, N. (Eds), Volume 1 International Marketing, John Wiley & Sons Limited, 2010
- "The Marketing Theory or Theories into Marketing? Plurality of Research Traditions and Paradigms" co-authors Saren, M and Möller, K., Chapter 9, *Handbook of Marketing Theory* SAGE, 2009
- "The 4Ps of Relational Marketing: Perspectives, Perceptions, Paradoxes and Paradigms: Learnings from Organizational Theory and the Strategy Literature", co-author Saren, M. in *The future of Relationship Marketing*, Bejou, D. and Palmer, A. (eds.), Haworth Press, 2006
- "From Goods- towards Service-Centered Marketing: Dangerous Dichotomy or an Emerging Dominant Logic?", co-authors Brodie, R.J. and Saren, M.; *The New Dominant Logic of Marketing*, Lusch, S. and Vargo, R. (eds.), M.E. Sharpe, 2006
- "The Role of Institutions and Networks"; *Marketing Graffiti*, Saren M. (ed.), Butterworth Heinemann, pp. 80-91, 2006
- "Marketing Practice and Market Orientation: An Exploratory International Study", co-author Palmer, R.; *Marketing Issues in Western Europe: Changes and Developments*, Kaynak, E. and Jallat, F. (eds.), Haworth Press, 2005
- "Exchange Relationships in Consumer Markets?"; *Relationship Marketing*, Egan, J. and Harker, M. (eds.)., Sage Publications, 2005
- "Buyer-Seller Exchange Situations: Four Empirical cases", co-author Lindgreen, A.; *Relationship Marketing: Design, Implementation and Monitoring*, Lindgreen, A.(ed.), ICFAI University Press, Andhra Pradesh, pp. 171-194, 2005
- "Integrating Transactional and Relational Marketing Exchange: A Pluralistic Perspective", co-authors, Coviello, N.E and Brodie, R.J., "Exchange Relationships in Consumer Markets?"; *Relationship Marketing: An Introduction*, Lindgreen, A. and Chaturvedi, B. M. (eds.), ICFAI University Press, Andhra Pradesh, pp.69-91 and 44-68, 2004
- "La Standardizzazione nelle Aziende di Servizi Pofessionali", co-author Arcadi, A.; *Gestire Persone e Idee nel Terziario Avanzato*, Piantoni, G. and Salvemini, S. (eds.), Egea, Milano, 1991

- **Cases in Books**
  - Sistema Ser/CEGIN (p. 61-4) co-author Kidd, T., *Breakout Strategies for Emerging Markets: Business Tactics for Achieving Market Growth*, (ed) Sheth, J., Sinha, M. and Shah, R., Pearson FT Press, 2016, ISBN: 9780134434957
  - Grupo Los Grobo in Argentina (p.117-,8) co-author Kidd, T., *Breakout Strategies for Emerging Markets: Business Tactics for Achieving Market Growth*, (ed) Sheth, J., Sinha, M. and Shah, R., Pearson FT Press, 2016, ISBN: 9780134434957
  - "Three Melons", co-authors Schurmann, N. Jasin, M., *Case Studies in Marketing Management*, Singh, R. (ed), Pearson, 2012. ISBN: 9788131785003
  - "BGH-RMOTOROLA: RADIUS Connects Business Relationships", co-author Pelton, L.; *Business to Business Marketing*, Tanner, J. and Dwyer, I (eds.), McGraw-Hill, 1999
  - "The Svitola Case Study", co-author Snehota, I.; *Developing Relationships in Business Networks*, Hakansson, H. and Snehota, I. (eds.), Routledge, 1995

- "Helen Curtis", *Marketing Management: Casi*, Kotler P., Clarck, J.B. and Scott, W.G (eds.), Prentice Hall International, 1992

REFEREED CONFERENCE PROCEEDINGS and WORKING PAPERS

- **Guest Speaker and Visiting Lecturer**
  - Panel member: Closing Session, 6th -9th September, Naples Forum, 2021 Capri, Italy
  - Key note speaker: Naples Forum in the context of a Change of Era, 6th -9th September, Naples Forum, 2021 Capri, Italy
  - Panel member: The COVID-19 Pandemic and Social Conflict: Perspectives from the Americas, 12-16th July, Macro-Marketing Conference, 2021 Virtual
  - Panel member: Beyond B2B/B2C distinctions: alternative approaches to understanding markets", 9th AIM-AMA Conference, India, 25th -30th June 2021, Virtual.
  - Key note speaker, Webinar Innovazione e Sostenibilità, University of Salerno, 21 December, 2020
  - Panel Argentine NAB, Virtual GSG Leadership Meeting, Toronto-virtual, 18-19 May, 2020
  - Panel Member "Technology for Social Change? A SDL Perspective", co-authors, Helkkula, A., Russo Spena, T., Mele, C., Arnould, E. and Nariswari, A. Naples Forum on Service, Ischia, 4-7 June, 2019
  - Panel Member: "S-D Logic 2025: Exploring the Critical Role of Midrange Theory", 5th Naples Forum on Service, Sorrento, 6-9 June, 2017
  - Panel member: "¿Cómo profundizar el impacto social de las empresas?, 1er Foro Regional de RSE y desarrollo Sostenible, 1 de November 2016, Mar del Plata, Argentina.
  - Guest speaker: Nuevos Enfoques: los Negocios Inclusivos, plenary, 1er Foro Regional de RSE y desarrollo Sostenible, 1 de November 2016, Mar del Plata, Argentina.
  - Guest speaker: Redes de Redes: La co-creación de valor como eje de la competitividad, CIPPEC, Usina Ciudad Inteligente, 4 de November 2016, Buenos Aires, Argentina.
  - Guest Speaker: How do service ecosystems emerge, contributions from sociology's study on social emergence, Naples Forum on Service, Naples 9-12 June, 2015
  - Guest Speaker: Exploring Philosophical Foundations for Research and their Implications on Service Research, Naples Forum on Service, Naples 9-12 June, 2015
  - Guest Speaker*: Marketing to Low Income Consumers in Emerging Markets*, invited seminar, Karlstad University, Karlstad, Sweden, 19th June, 2014
  - Guest Speaker: *Marketing to Low Income Consumers in Emerging Markets*, Political, economic and social models, PhD Consortium Service Innovation and its effects for New Business Models in the emerging economies, Pärnu, Estonia, 9 -11 June, 2014
  - Guest Speaker*: Marketing to Low Income Consumers in Emerging Markets*, invited seminar, Carlos III de Madrid, Madrid, Spain, 29th May, 2014
  - Guest Speaker: *Marketing to Low Income Consumers in Emerging Markets*, PhD Consortium on Marketing and Communication, University of Salerno, Itlay, Salerno, Italy, 19th May, 2014.
  - Guest Speaker: *Evolution… Towards a Systemic Resource-Integration,* Naples Forum on Service, Ischia, Itlay,18-21 June, 2013
  - Guest Speaker: *Characteristics of the Emerging Markets and Business Strategies*, pre-conference on Emerging Markets, AMA Marketing Educator's conference, Chicago, USA, 17th -19th August, 2012
  - Guest Speaker: *The Service Dominant Logic: The Elusive Strategy for the Underserved in the Emerging Economies*, Naples Forum on Service, Capri, 14th-17th June 2011
  - Guest Speaker: *Managerial Dominant Logic: BOP1 vs BOP2*, The 2009 Napes Forum on Services, Capri, Italy, June 16-19, 2009
  - Visiting Lecturer: *The middle class consumer in Latin-America* Instituto Latino Americano de Marketing, Platafoma Tecnológica de Itaipu e Polo Iguazu, Foz do Iguazu, Brazil 2008
  - Discussant, *The Global Service Revolution*, by Richard Alm of the Dallar Federal Reserve Bank, IV Annual Conference LSS, Honolulu, USA 2008
  - Guest speaker: *Value Co-Creation*, SD Logic Doctoral Colloquium, Honolulu, USA 2008
  - Key Note Speaker: *The middle class consumer in Latin-America* Escuela Brasileña De Marketing Y Ventas Marcos Cobra / UNICENP, Curitiba, Brazil 2007
  - Visiting Lecturer for Strategic Marketing Management in Master of Science in International Marketing, Strathclyde, UK 2003

- Guest Speaker: *Where is Relationship Marketing Headed?* Relationship Marketing Colloquium, Montreal, Canada, September 23-24, 2001
- Guest Speaker: *IMP and the New Millenium: New Problems*, IMP-OZ, University New South Wales, Sydney, Australia, February 25-26, 2001
- Guest Speaker: *Building Research Centers and Gaining Corporate Support*, Business Marketing Faculty Consortium, Evanston, USA 2000
- Panel Member*: Marketing Relationships across the Globe*, The International Marketing Educators Conference, American Marketing Association, Buenos Aires, Argentina 2000

- **Refereed Conference Proceedings**
  - *Challenges informal market sellers encounter in transitioning to formal markets, co-authors Kidd , T. and Araujo, L. 26th Annual IAJBS World Forum, ITESO Universidad, Guadalajara Mexico, 20-22 July, 2021 / A Virtual Conference*
  - *The relationship of Marketing Self-Efficacy to Startup Behavior in Developing Economies, co-author Lindsay, N., 45th MarcoMarketing conference, Bogota, Colombia, 7-10 July, 2020 (postponed COVID19)*
  - *Connecting Subsistence Entrepreneurs with Formal Markets: From Market Access to Service Ecosystem Innovation, co-authors . Nenonen, S., Storbacka, K., Forum on Markets and Marketing, 4th-7th June, Helsinki, Finland, 2020 (postponed COVID 19)*
  - *Blockchain as a multilevel resource and its impact on service ecosystem innovation, co-authors Russo Spena, T., Mele, C., Forum on Markets and Marketing, 4th-7th June, Helsinki, Finland, 2020 (postponed COVID 19)*
  - *Conceptualizing value co-creation to detect emergence and ecosystems (re)formation: a "meta" approach*, co-author Francesco Polese, Naples Forum on Service, Ischia, 4-7 June, 2019
  - *From Market Exclusion to Market Inclusion: The Role of Market Agency and Shared Institutions*, Forum on Markets and Marketing, Tucson, Arizona, USA, December 12th-15th, 2018
  - *When institutions hinder engagement: the case of resource-constrained environments*, co-authors Ward, P., Chandler, J. and Hollebeek, L., 27th Annual Frontiers in Service Conference, Austin, TX on September 6th – 9th, 2018.
  - *The Dark Side of Market Shaping – and How to Avoid It: An Analysis of Processes Aimed at Influencing Service Ecosystems*, co-authors Nenonen, S., Kaartemo, V., Mele, C., Storbacka, K., Wernicje, C., and Nariswari, A.,26th Annual Frontiers in Service Conference, Fordham University's Gabelli School of Business Lincoln Center Manhattan, June 22nd – 25th, 2017
  - *Inclusive Ecosystems*, Biennial Annual International Conference on Markets and Development, Lima, 9-11August, 2016
  - *Luck, serendipity and the emergence of service ecosystems*, co-authors Kaj Storbacka, Suvi Nenonen, Cristina Mele, *5*th Forum on Markets and Marketing, Venice, 13-16 June, 2016
  - *Markets and Complex Adaptive Systems*, co-author Francesco Polese, Servsig Conference, Maastricht, 16-19 June, 2016
  - *The role of shared intentionality in the emergence of service ecosystem*, co-authors Marie Taillard, Linda Peters, Crisitna Mele, Naples Forum on Service, Naples 9-12 June, 2015
  - *Understanding service ecosystems and doing Dialectic: What it is and why it matters*, co-authors Linda Peters, Marie Taillard, Crisitna Mele, Naples Forum on Service, Naples 9-12 June, 2015
  - *Assessing and Overcoming Market Resource Gaps in Emerging Markets*, co-author Lisa Abendroth, CIBER, Connecticut, USA,19-21 June, 2014
  - *Framing innovation through service-dominant logic, practice-based approach and effectual logic*, co-authors Cristina Mele and Tiziana Russo Spena, 4th Forum on Markets and Marketing, Karlstad, Sweden, 16-19 June, 2014
  - *The complexity of context in the Public transport value network in the City of Buenos Aires: The BRT Metrobus Case*, co-authors Francisca Gomez Cisterna, Samuel Sebhatu and Bo Enquist, ISSRM, Parnu, Estonia, 8-12 June, 2014.
  - *Achieving Customer-Centricity by Integrating the 4A's and the Service-Dominant Logic: Benefits for Emerging Markets*, co-author Lisa Abendroth, 43rd EMAC, Valencia, Spain, 3-6 June, 2014
  - *Contemporary Marketing Practices in Latina America: The cases of Argentina and Brazil*, co-author Gabriel Levrini, lV April International Academic Conference on Economic and Social Development, 1-3 April, Moscow, Russia, 2014
  - *Marketizing*, co-authors Cristina Mele, Kaj Storbacka, Naples Forum on Service, Ischia, Itlay,18-21 June, 2013.

- *VSA and SDL Contribution to Strategic Thinking in Emerging Economies,* Naples Forum on Service, Ischia, Itlay,18-21 June, 2013
- *Contemporary Marketing Practice in Latina America*, co-authors Gabriel Levrini and Tomas Kidd, B2B International Workshop, 13-16, March, Sao Paulo, Brazil, 2013
- *Discrimination Coping Responses: Low Income Consumers Stigma in Service Encounter,* co-authors Levrini. G., 42nd Annual Conference of the EMAC Conference, Istanbul, Turkey, June 4-6, 2013
- *The market: noun and verb,* co-authors Mele, C. and Storbacka, K., 3rd Forum on Markets and Marketing FMM12, Auckland, N. Zealand, 10th-12th December 2012
- *Theoretical Underpinning to Successful Value Co-creation,* co-authors Polese, F. and Brodie, R., Naples Forum on Service, Capri, 14th-17th, Italy, 14th-17th June 2011
- *Approaches to theorizing the market,* co-author Mele, C., Naples Forum on Service, Capri, 14th-17th June 2011
- *The Service Dominant Logic: The Elusive Strategy for the Underserved in the Emerging Economies,* Naples Forum on Service, Capri, Italy, 14th-17th June 2011
- *Rethinking Strategies for the Underserved in the Emerging Economies: In search for an elusive pattern,* Academy of Indian Marketing International Conference, New Delhi, India, 16th -18th December, 2010
- *Introducing Managers in Marketing Practices Studies: A Configurational Approach to the Way Organizations Relate to their Markets,* co-author Lefaix-Durand, A. 38th Annual Conference of the EMAC, Nantes, France, May 2009
- *Business with the Bop Co Creation Value,* co-authors, Lassaga, G.; Lanfranchi, G, Pazo, M.Y, Base Of The Pyramid Academic Conference, , The University Of Pretoria's Gordon Institute Of Business Science (Gibs), Johannersburgo, Southafrica. 15th -17th November, 2009
- *Co-creation value,* co-authors, Lassaga, G.; Lanfranchi, G, Pazo, IAM Conference, Buenos Aires, Argentina December, 2009
- *Middle range versus a general theory of markets and marketing: a philosophical perspective*, co-authors, Brodie. R. and Saren, M., Forum on Markets and Marketing: Extending Service-Dominant Logic, Sydney, Australia, 4th-6th December, 2008
- *Dominant as Predominant or as Domination that is the Question!* Forum on Markets and Marketing: Extending Service-Dominant Logic, Sydney, Australia, 4th -6th December, 2008
- *A Comparison of Argentine and US Managers' Perceptions of Their Ability to Deliver Service Quality* co-authors
- Brannigan Smith, D and Pitta, D., 6th ATINER Conference, Athens, Greece, 7th -10th July, 2008
- *When1+1+1=4: Re-Creating Business Logics*, IV Annual Conference LSS, Honolulu, USA 18th -21st June, 2008
- *The Underlying Assumptions in Marketing Theory: The Case for Pluralism versus Universality* co-authors Möller, K. and Saren, M., 36th Annual Conference of the EMAC, Brighton, UK, 27th -30th May, 2008
- *Rethinking Strategies for the Bottom of the Pyramid: Two Argentine Cases,* AMS World Marketing Congress, University of Verona, 11th -14th July, 2007
- *Debate over Marketing Theory: The Logics of Dominance versus Multiple Logics*, co-authors Möller, K. and Saren, M., 35th Annual Conference of the EMAC, Athens, Greece, 23rd -26th May, 2006
- *The Role of Assumptions in the Choice of Marketing Strategy,* co-author Saren, M., 34th Annual Conference of the EMAC, Milan, Italy, 24-27 May, 2005
- *Mono-Paradigm or Multiparadigms,* EMAC/ANZMAC Symposium, Milan, Italy, 27 May, 2005
- *Investigating Multiple Marketing Practices: Exploring the Role of Paradigm,* co-authors Brodie R. and Saren, M., Irish Academy of Management, Dublin, Ireland, 2-3 September, 2004
- *Patterns of Marketing Practices in Transition Economies* co-authors Wagner, R., Irish Academy of Management, Dublin, Ireland, 2-3 September, 2004
- *Three Scales for Assessing the Antecedents of Institutionalization of Marketing Practices in Transitional Economies*, co-author Dominguez, L., American Marketing Science Conference, Vancouver, Canada, 26-29 May, 2004
- *Institutional Environment and Marketing Practices in Transitional Economies: Testable Hypotheses,* co-author Dominguez, L., American Marketing Science Conference, Vancouver, Canada, 26-29 May, 2004
- *The 4Ps of Relational Marketing: Perspectives, Perceptions, Paradigms & Proposition*, co-author Saren, M., 11th International Colloquium in Relationship Marketing, Cheltenahm, UK, 14-17 September, 2003
- *Market Orientation, Marketing Practice and Business Performance: An Exploratory Study*, co-author Palmer, R., 10th International Colloquium in Relationship Marketing, Kaiserslautern, Germany, 29 September- 2 October, 2002

- *Archetypes of Marketing Practice in a Transition Economy: The Argentine Case*, co-author Brodie, R., 30th Annual Conference of the EMAC, Bergen, Norway, 8-11 May, 2001
- *Profiling Contemporary Marketing Practice: Cross National Comparisons*, co-authors Brodie, R., Coviello, N. and Gronroos, C., 30th Annual Conference of the EMAC, Bergen, Norway, 8-11 May, 2001
- *Marketing Exchange Situations: Empirical Cases on the Seller's Perspective*, co-author Lindgreen, A., 8th. International Relationship Colloquium, Stockholm, Sweden, 7-9 December, 2000
- *Does the Marketing Orientation of a Firm Influence the Choice between a Transactional and Relational Approach?* co-author Domegan, C., The International Marketing Educators AMA Conference, Buenos Aires, Argentina, 28 June – 1 July, 2000
- *Transactions vs. Relationships? The Risk of Missing the Real Issue*, co-authors Coviello, N. and Brodie, R. J., 15th IMP Conference, Dublin, Ireland, 2-4 September, 1999
- *Actors Exchange Paradigms and their Impact on the Choice of Marketing Models*, Macro Marketing Conference, Bergen, Norway, 14-17 June, 1997. American Marketing Science Conference, Norfolk, USA, 27-30 May, 1998
- *Traditional and Relationship Marketing Can Coexist! The BGH-Motorola Research Case 1991-1995*, Relationship Marketing Research Conference, Emory University, Atlanta, USA,14-16 June, 1996
- *Consumer Marketing: The Blind Spot of the Network Approach*, co-author Arora, P., 8th IMP Conference, Lyon, France, 3-5 September, 1992
- *Single Client Communication Strategy*, co-author Ostillio, M.C.,8th IMP Conference Proceedings, Lyon, France, 3-5 September, 1992
- *Market Types and Marketing Strategy: Rationale for a Network View*, co-author Krapfel, R., 7th IMP Conference, Uppsala, Sweden, 5-8 September, 1991

- **Working Papers**
  - *Achieving Customer-Centricity by Integrating the 4A's and the Service-Dominant Logic: Benefits for Emerging markets*, co-author Lisa Abendroth, WP St Thomas University. http://ir.stthomas.edu/ocbmktgwp/1/, 2014
  - *Designing Marketing Channels for Business Products in Emerging Markets: A Comparison of Practices in Argentina and the United States*, co-author Narus, J., WP-ISBM, 2000

SEMINARS and WORKSHOPS

- 2021 Webinar ENI: Cambio de Era: El contexto que encuadra los Negocios Inclusivos,12th May.
- 2020 Webinar ENI: Negocios Inclusivos ante la COVID-19: cuatro emprendedores de impacto se reinventan, 25th May.
- 2020 Conversaciones Ditellianas: Marketing y consumo: el efecto catalizador de la pandemia, conjuntamente con Elena Fumagalli, 27th May
- 2019 Keynote Speaker, "XXXXX", Sustainable Brands, 27th August, Montenvideo, Uruguay
- 2019 Panel Member "Taller de Revisión de Resultados del Programa sobre Oportunidades Estratégicas Nacionales", COSOP Secretaría de Agroindustria, , 15th May, Buenos Aires, Argentina
- 2019 Panel Member,"Hacia una mayor sustentabilidad", Consultores +B,29th April, Buenos Aires, Argentina
- 2018 Panel Member "Inversiones de Triple Impacto", 10th Dia Emprendedor Porteño, 14 de November 2018, Predio Dorrego, Buenos Aires, Argentina
- 2018 Panel member "Tegnología y Mujer", 2do Encuentro de FinTech, 18th October UBA, Buenos Aires, Argentina.
- 2018 Workshop "Rediseñando la creación de valor en los negocios" Sustainable Brands, 25th September, Buenos Aires, Argentina.
- 2018 Guest Speaker: "Desarrollar Negocios Inclusivos en Contextos Vulnerables", MOVERSE, 30 de August, Rosario, Argentina.
- 2018 Guest Speaker: "Inclusive Ecosystems: Aligning the Business World to the Planet", University Women's Club, 17th July, Buenos Aires, Argentina.
- 2018 Workshop "Nuevos Negocios", FEST, 12th June, Buenos Aires, Argetina.
- 2018 Seminar: "Herramientas Administrativas para el Empresario", módulo virtual, MINKA, 30th May, Jujuy, Argentina
- "Por qué no todas las Nuevas Economías prosperan. La construcción de acuerdos, factor clave para el éxito de los ecosistemas emergentes", Sustainable Brands Infocus "The good economy"- Buenos Aires, 11 de Julio de 2017
- "Primer Relevamiento de Negocios Inclusivos en Argentina, segunda parte: Programas con Impacto Social de las Grandes Empresas", Espacio de Negocios Inclusivos, Universidad Torcuato Di Tella, 10 de Noviembre, 2016
- "¿Cómo profundizar el impacto social de las empresas?", 1° Foro de RSE y Desarrollo Sostenible, Mar del Plata, 1 de Noviembre de 2016

- *"La innovación, una estrategia en los negocios inclusivos",* Sustainable Brands - Buenos Aires, 2 de September 2015
- "Taller de compras Inclusivas", Buenos Aires 15 October 2015
- *"Workshop de Negocios Inclusivos",* Buenos Aires, 13 March 2015
- *"Lo Social y los Negocios. El desafío de Integrarlos"* Buenos Aires, 9th November 2011
- "*The Service Dominant Logic: A Conceptual Foundation to Address the Underserved*", Seminario Escuela de Negocios Universidad Torcuato Di Tella, 20 October 2011
- *"Challenges and Learning of adopting a VSA for an Emerging Markets Course"*, Service Science Goal and Perspectives (The New Research Agenda), Naples, 12th-13th June 2011
- *"Highlighting Service Science Major Research Priorities",* Co-author Polese, F., Service Science Principal Scientific Domains and Major Priorities, Buenos Aires, 18th-20th April 2011
- *"Integrating VSA and SDL into a Course Curriculum"*, Service Science Principal Scientific Domains and Major Priorities, Buenos Aires, 18th-20th April 2011
- *Understanding the Pre-requisites to Successful Co-creation,* Cooper-Link Conference "Reflections upon System Theories and Service Research", Naples, June 2010
- *A Marketing Configurational Framework: Understanding how Organizations Relate to their* Markets, Universita degli Studi di Napoli Federico II, June 2010
- *Do we really understand business marketing? Getting beyond the RM and BM Matrimony*, Universidad de San Andrés, Buenos Aires, Argentina, Octubre 2009
- *A Configurational Approach to Marketing,* Universidad Torcuato Di Tella, Buenos Aires, Argentina, Noviembre 2009
- *Coordinator and senior lecturer of the Workshop: SOLFI*, Buenos Aires, Argentina, Universidad Torcuato Di Tella, April-July 2008
- Marketing for my Entrepreneurship? Which?, Workshop, Buenos Aires, Argentina, Endeavor, June 2008
- Marketing for my Entrepreneurship? Which?, Workshop, Buenos Aires, Argentina, Endeavor July 2006
- Marketing for my Entrepreneurship? Which?, Workshop, Buenos Aires, Argentina, Endeavor July 2005
- *The New Ps of Relational Marketing: Perspectives, Perceptions & Paradigms: Learnings from Organizational Theory and Strategy Literature.* IAE, Buenos Aires, Argentina, August 2005
- *The new Ps of Relational Marketing: Perspectives, Perceptions and Paradigms: Learning from Organizational Theory and Strategy Literature",* UTDT, Buenos Aires, Argentina, November 2003
- *Contemporary Marketing Practices: Stages II and III,* UTDT, Buenos Aires, Argentina, November 2002
- *Comparing Marketing Practice in Argentina, New Zealand and the UK*, ORT, Buenos Aires, Argentina, September 2002
- *Marketing bajo Incertidumbre*, UADE, Buenos Aires, Argentina, September 2002
- *Contemporary Marketing Practice in Argentina,* UTDT, Buenos Aires, Argentina, October 2001
- *El Marketing en las Empresas en Argentina*, CEMA, Buenos Aires, Argentina, August 2001
- *Arquetipos de Marketing en Argentina*, SLADE, Buenos Aires, Argentina, May 2001
- *Relationship Marketing in Argentina*, UTS Marketing Seminars, Sydney, Australia, February 2001
- *Retailing and Consumer Behavior in Argentina*, UTS Marketing Seminars, Sydney, Australia, February 2001
- *Bricks and Clicks*, Inter-Managers-UTDT, Buenos Aires, Argentina, October 2000
- *Does Marketing Need a New Paradigm?* UTDT, Buenos Aires, Argentina, September 1999

CASE STUDIES

- "BioScience Argentina: BioMobile and the Telemedicine Market", co-authors Naty Schurmann, Candelaria Garcia, *Emerald Emerging Markets Case Studies*, 2011
- El Diario de Bolsillo, 2001
- Correo Argentino, 1999
- On our own? 1999
- The BGH-MOTOROLA, 1998
- UCAR I-II-III, 1993
- COUNTRY, 1993
- Mills and Drills, 1992
- Cavagna, 1991
- Ricerche di Mercato, 1990

- Helen Curtis, 1989

THESIS-TUTOR

- MBA (as from 1999)
- UNDERGRADUATE (1997-1998)

PRENSA

- Entrevista Los desafíos de la Sustentabilidad. La Nacion, 14 de Julio 2021
- Los desafíos de la Sustentabilidad, LN+ Sustentabilidad, 13th July 2021 AGREGAR LINK YOUTUBE
- Entrevista en Regeneración "Nuevos paradigmas de negocios!", Junio 3, 2021 http://n1.wtr.one/ampliar.php?g=45c48cce2e2d7fbdea1afc51c7c6ad26&f=76&x=151651qfmT420212105
- Webinar SUMATORIA LAB: "Cadenas de Valor Sustentables", April 6th, 2021
- Nota de Opinion "Los problemas complejos no tienen soluciones simples", Tercer Sector, nota de tapa, 6 January 2021 https://tercersector.org.ar/tiempo-de-cambio/
- Cambio de Era y Sustentabilidad, LN+, Sustentabilidad: la agenda que cambiará el mundo, 4 November, 2020, periodista José del Rio https://youtu.be/t0hMsjGvIWg
- Cambio di era o era di cambio? Blog Heroes, Italy, co-author Cristina Mele, September 2020 https://www.goheroes.it
- Entrevista radial en Sábado Verde, 19 September 2020, periodista Sergio Elguezábal
- #aBetterWay, URBAN: ¿Cómo va a impactar COVID-19 en el desarrollo sostenible en el marco de los negocios? https://www.youtube.com/watch?v=mfLsX29RZng
- InnContext, Fundación Avina: Chile necesita una constitución que se le parezca, co-autor, Carlos March, 17 Julio, 2020 https://www.avina.net/chile-necesita-una-constitucion-que-se-le-parezca/,
- La Nación, Coronavirus: ¿Economía o salud?, 1 Abril, 2020
- La Nación Un momento para repensar el contrato social, por Silvia Stang, 10 de Marzo.
- La Nación *Denso o Líquido ganadores y perdedores en el mercado laboral del futuro*, Noviembre 2018
- La Capital *Como hacer negocios con un fuerte impacto socia*l, por Ma Laura Favarel, Septiembre 2018
- La Nación *Conmoverse y moverse por el otro: la economía de la empatía*, por Silvia Stang, Febrero 2018
- Noticias Argentinas, *RSE: Economía a favor*, Julio 2017
- Petrotecnia, *Programas con impacto social de las grandes empresas*, Junio 2017
- Corresponsables, *¿Cómo se organizan las grandes empresas para realizar sus programas con impacto social?*, Anuario 2017
- La Capital, *"Realizarán un primer foro sobre responsabilidad social empresaria"*, Octubre 2016
- ComunicaRSE, *Revelamiento sobre las grandes empresas y sus programas de impacto social*, Noviembre 2016
- Apertura, El FODA de los Negocios Inclusivos, Noviembre 2016
- Apertura, Protagonistas de una Nueva Economía, Enero 2016
- IARSE, Evolución, *La evolución de la RSE hacia los Negocios Inclusivos: El involucramiento de las empresas en el combate contra la pobreza*, co-autor Tomás Kidd- Mayo 2014
- Tercer Sector, *La metamorfosis de la RSE a los Negocios Inclusivos*, Mayo 2014, RSE 16
- Cronista Comercial, Reporte de Sustentabilidad, *"Los caminos hacia la inclusión"*, Columna de opinón por Jaquie Pels - Reporte de Sustentabilidad 2014 - Cronista Comercial.pdf, Marzo 2014
- Cronista Comercial *"Negocios Inclusivos: un nuevo paradigma"*, Suplemento sustentabilidad Marzo 2014
- América Economía, *"La iniciación del doctor Kolla"*, Febrero 2014
- El Cronista, *"La hora de las ideas inclusivas"*, Diciembre 2013
- iEco Clarin, *Cursos, programas y postgrados: la fórmula RSE se multiplica*, Mayo 2013
- iEco Clarin, *Casos de Investigacion*, Marzo 2013
- iEco Clarin, *Como se escriben y para qué sirven los casos de negocios*, Marzo 2013
- El Cronista, *Libros para inspirarse en vacaciones*, Enero 2013
- Next Billion ,"*Lo Social y Los Negocios: el Desafío de Integrarlos*", Agosto 2011
- Oh La La (grupo La Nacion) "*El valor de los Valores*", 2011