

CURRICULUM VITAE



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Executive summary

- Google Scholar August 27th, 2025: citations 2811, h-index: 16; i10 index: 16
- Research Gate August 27th, 2025: citations 2541, h-index: 22, Research Interest Score 2099
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1. “Absence as a driver of visioning in market shaping” co-authors Peters, L.D., Nenonen, S. and Syväri, M. *Marketing Theory*, 2026
2. “Strategic management in Latin America: Exploring a VUCA context within a change of era”, co-author Rodriguez, C. *Management Research*, 22(2), 105-112, 2024. [DOI: <https://doi.org/10.1108/MRJIAM-06-2024>]
3. “Marcomarketing perspectives from Latin America”, co-authors Shultz, C., Rodriguez, C., Barrios Fajardo, A.A., *Journal of Marcomarketing*, 44(3), 690-693, 2024. [DOI: <https://doi.org/10.1177/0276146724126040>]
4. “A value-based wellbeing framework”, co-authors Mele, C., Russo-Spena, T., Tregua, M. *Journal of Macromarketing* 43(1), 85-79, 2023. [DOI: <https://doi.org/10.1177/02761467221105190>]
5. “Emergent understandings of the market” co-author Mele, C and Spano, M., *Italian Journal of Marketing*, 1, 1-25, 2023. [DOI: <https://doi.org/10.1007/s43039-022-00062-z>]
6. “Resourcing, sensemaking, and legitimizing: Blockchain technology-enhanced market practices” co-authors Mele, C and Russo-Spena, T. *Journal of Business and Industrial Marketing*, 38(9), 1806-1821, 2023. [DOI: <https://doi.org/10.1108/JBIM-09-2021-0452>]
7. “From market driving to market shaping: Impact of a language shift” co-author Mele, C and Spano, M. *Journal of Business and Industrial Marketing*, 38 (1), 155-169, 2022. [DOI: <https://doi.org/10.1108/JBIM-10-2021-0503>]
8. “Informal sellers and formal markets: A habitus gap”, co-authors Araujo, L and Kidd, T. *Journal of Business and Industrial Markets*, 37(6), 1269-1280, 2022. [DOI: <https://doi.org/10.1108/JBIM-03-2021-0180>]
9. “Serving the invisible poor: Segmenting the market”, co-author Sehth, J., *Journal Global Marketing*, 34(4), 270-281, 2021. [DOI: <https://doi.org/10.1080/08911762.2021.1886386>]
10. “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. [DOI: <https://doi.org/10.1362/204440820X15813359568246>]
11. “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. [DOI: <https://doi.org/10.1108/JOSM-02-2017-0026>]
12. “A4A relationships”, co-authors Polese, F., Tronvoll, B., Bruni R., and Carrubbo, L., *Journal of Service Theory and Practice* 27(5), 1040-1056, 2017 [DOI: <https://doi.org/10.1108/JSTP-05-2017-0085>]
13. “Business models to serve low-income consumers in emerging markets”, co-author Sheth, J.N., *Marketing Theory*, 17(3), 373-391, 2017. [DOI: 2017 <https://doi.org/10.1177/1470593117704262>]
14. “Market resource gaps: Identifying resources to co-create solutions that facilitate consumption”, co-author Abendroth, L., *Marketing Theory*, 17(3), 357-371, 2017. [DOI: <https://doi.org/10.1177/1470593117702291>]
15. “The role of shared intentions in the emergence of service ecosystems”, co-authors Taillard, M., Peters L., and Mele C., *Journal of Business Research*, 69(8), 2972-2980, 2016 [DOI: <https://doi.org/10.1016/j.jbusres.2016.02.030>]
16. “Marketization and its limits”, co-author Araujo, L., *Decisions*, Special Issue on Re-thinking Marketing, 42(4), 451-456, 2015. [DOI: <https://doi.org/10.1007/s40622-015-0104-2>]
17. “A holistic market conceptualization”, co-authors Mele, C., Storbacka, K., *Journal of the Academy of Marketing Science*, 43(1), 100-114, 2015. [DOI: <https://doi.org/10.1007/s11747-014-0383-8>]
18. “Contemporary marketing practices in Latina America: The cases of Argentina and Brazil”, co-authors Levrini, G., and Kidd, T., *Russian Management Journal*, 13(1), 27-42, 2015.

19. "Business model innovation: Learning from a high-tech-low-fee medical healthcare model for the BOP", co-author Kidd, T., *International Journal of Pharmaceutical and Healthcare Marketing* 9(3), 200-218, 2015. [DOI: <https://doi.org/10.1108/IJPHM-02-2014-0011>]
20. "VSA and SDL contribution to strategic thinking in emerging economies", co-author Barile, S., Saviano, M.L., and Polese, F., *Managing Service Quality*, 24(6), 565-591, 2014. [DOI: <https://doi.org/10.1108/MSQ-09-2013-0199>]
21. "A new perspective on market dynamics: Market plasticity and the stability-fluidity dialectics", co-authors Nenonen, S., Kjellberg, H., Cheung, L., Linderman, S., Mele, C., Sajtos, L., and Storbacka, K., *Marketing Theory*, 14(3), 269-289, 2014. [DOI: <https://doi.org/10.1177/1470593114534342>]
22. "Characterizing emerging markets", co-author Kidd, T., *Organizations and Markets in Emerging Economies*, 3(2), 8-22, 2012. [DOI: <https://doi.org/10.15388/omee.2012.3.2.14265>]
23. "The service dominant logic: A conceptual foundation to address the underserved", *International Journal of Rural Management*, 8(1,2), 61-83, 2012. [DOI: <https://doi.org/10.1177/0973005212461993>]
24. "Value co-creation: Using a viable systems approach to draw implications from organizational theories", co-authors Polese F. and Brodie, R. *Mercati e Competitività*, 1, 19-38, 2012. [DOI: <https://doi.org/10.3280/MC2012-001003>]
25. "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*, 2, 54-78, 2012.
26. "Commentaries on the state of journals in marketing: In search for better questions", *Marketing Theory*, 11(2), 437-455, 2011. [DOI: <https://doi.org/10.1177/1470593110382827>]
27. "Theorizing about the service dominant logic: The Bridging Role of Middle Range Theory" co-authors Brodie R. J. and Saren M., *Marketing Theory*, 11(1), 75-91, 2011. [DOI: <https://doi.org/10.1177/1470593110393714>]
28. "Configurational fit: Pathways for successful value co-creation" co-author Polese, F., *Journal Impresa, Ambiente, Management*, 3(2), 351-368 2010.
29. "A brief review of systems theories and their managerial applications", co-authors Mele, C. and Polese, F., *Service Science*, 2 (1), 126-135, 2010. [DOI: <https://doi.org/10.1287/serv.2.1.2.126>]
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31. "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*, 24(5/6), 322-336, 2009. [DOI: <https://doi.org/10.1108/08858620910966219>]
32. "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*, 23(2), 115-123 2008. 2009 **Highly Commended Award** [DOI: <https://doi.org/10.1108/08858620810850236>]
33. "A comment on paradox and middle-range theory: Universality, synthesis and supplement", co-author Saren, M., *Journal of Business and Industrial Marketing*, 23(2), 105-107, 2008. [DOI: <https://doi.org/10.1108/08858620810850218>]
34. "Negotiating incommensurability in marketing theory", co-authors Saren, M. and Tadjewski, M., *Advances in Doctoral Research in Management*, L. Moutinho (ed.), 1, 21-46, 2006. [DOI: https://doi.org/10.1142/9789812707246_0002]
35. "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*, 4(3-4)59-84, 2006. [DOI: https://doi.org/10.1300/J366v04n03_05]
36. "The role of assumptions in the choice of marketing strategy", co-author Saren, M., *Finanza, Marketing e Produzione*, 23(3),71-77, 2005.
37. "Marketing practice and market orientation: An exploratory international study", co-author Palmer, R., *Journal of Euromarketing*, 14 (1/2), 59-86, 2005. [DOI: https://doi.org/10.1300/J037v14n01_04]
38. "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*, 19(6), 386-396, 2004. [DOI: <https://doi.org/10.1108/08858620410556327>]
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42. "Commentary to conducting cross-national research in relationship marketing: A discussion of methodological challenges", *Australasian Marketing Journal*, 7(1), 22-34, 1999. [DOI: [https://doi.org/10.1016/S1441-3582\(99\)70198-9](https://doi.org/10.1016/S1441-3582(99)70198-9)]
43. "Exchange relationships in consumer markets?" *European Journal of Marketing*, Vol. 33 (1-2), 19-37, 1999. **Citation of Excellence by ANBAR Electronic Intelligence** [DOI: <https://doi.org/10.1108/03090569910249157>]
44. "The market research industry in Italy", co-author Adams, P., *European Management Journal*, 11(1), 108-113, 1993. [DOI: [https://doi.org/10.1016/0263-2373\(93\)90031-C](https://doi.org/10.1016/0263-2373(93)90031-C)]
45. "Le Ricerche di Mercato in Italia: Il profilo dell'offerta", co-author Molteni, L., *Economia & Management*, 4 (September), 1993.
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48. "Professional service firms: Standardizzare per crescere", co-author Arcari, A., *Economia & Management*, 18 (January), 1991.

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1. "The SME as Reconfigurer: Embedding Social Innovation in B2B Procurement Systems" co-authors Caridà, A., Colurcio, M. and Vigolo, V submitted to *Journal of Business and Industrial Marketing Theory*

BOOK CHAPTERS, PHD THESIS AND CASES IN BOOKS

• Chapters - Sections in Books

1. "A market void: Are we missing a market actor? Insights from JUNTOS's Action-Research Case", Chapter 1 in *Marketing to Base of the Pyramid*, (Eds.) Singh, R. and Wani, T. A, Springer Nature, 46-67, 2025.
2. "Exploring radical market changes as phase transitions of service ecosystems: Insights from complexity science" co-authors Sarno, D., Polese, F., Sorhmmar, D., Tronvoll, B. and Vargo, S. L., Chapter 1 in *Complexity and Emergence in Market Eco-Systems*, (Eds.) Sarno, D., Polese, F. and Vargo, S. L., Springer Nature, 1-28, 2024.
3. "Negocios inclusivos y desarrollo inmobiliario, un futuro común", Chapter 1 in *Nueva Agenda del Desarrollo Inmobiliario: Triple Impacto y Sustentabilidad en Latinoamérica* (Ed.) Damián Tabakman, Bienes Raíces Ediciones, 23-29, 2023.
4. "Antifragility strategies: The Arbusta case in COVID 19 Argentina", co-author Kharoubi Echenique, L., Chapter 2 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, 31-48, 2022.
5. "Democratizing the access to formal markets: Challenges for informal sellers", Chapter 3 in *Marketing to the Poor*, (Eds.) Wani, T. A. and Singh, R. Routledge (Taylor and Francis Group), 46-68, 2022.
6. "Is service management experiencing a change of era?" co-author Mele, C. Part I in *Handbook of Service Management* (Eds.) Edvardsson, B. and Stronvoll, B., Palgrave, 71-84, 2022.
7. "Change of era or era of change? Chapter 1 in *The Impact of the COVID-19 on International Business: Change of Era*, (Eds.) Marinov, M. and Marinova, S., Routledge, 19-26, 2021.
8. "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.
9. "Complexity and governance", co-authors Barile. S. and Polese, F., in *Global Encyclopedia of Public Administration, Public Policy, and Governance*, (Ed) Farazmand, A., Springer, 1, 2018.
10. "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, 89-106, 2018.
11. "A network perspective to business relationships", in *Marketing Graffiti* (second edition), (Ed.) Saren M., Butterworth Heinemann, 2017.
12. "International relationship marketing", in *Online International Encyclopedia of Marketing*, (Eds.) Sheth, J. and Malhotra, N., *Volume 1 International Marketing*, John Wiley & Sons Limited, 1-3, 2010.
13. "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*, (Eds.) Maclaran, P., Saren, M., Stern, B. and Tadajewski, M., SAGE, 151-173, 2009.
14. "The 4Ps of relational marketing: Perspectives, perceptions, paradoxes and paradigms: learnings from organizational theory and the strategy literature", co-author Saren, M., Chapter 5 in *The future of Relationship Marketing*, (Eds.) Bejou, D. and Palmer, A., Haworth Press, 59-84, 2006.

15. "From goods- towards service-centered marketing: Dangerous dichotomy or an emerging dominant logic?", co-authors Brodie, R.J. and Saren, M., Chapter 25 in *The New Dominant Logic of Marketing*, (Eds.) Lusch, S. and Vargo, R., M.E. Sharpe, 307-319, 2006.
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 17. "Marketing practice and market orientation: An exploratory international study", co-author Palmer, R., Chapter 4 in *Marketing Issues in Western Europe: Changes and Developments*, (Eds.) Kaynak, E. and Jallat, F., Haworth Press, 59-86, 2005.
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 19. "Buyer-seller exchange situations: Four empirical cases", co-author Lindgreen, A., in *Relationship Marketing: Design, Implementation and Monitoring*, (Ed.) Lindgreen, A., ICFAI University Press, Andhra Pradesh, 171-194, 2005.
 20. "Integrating transactional and relational marketing exchange: A pluralistic perspective", co-authors, Coviello, N.E and Brodie, R.J., "Exchange Relationships in Consumer Markets?", in *Relationship Marketing: An Introduction*, (Eds.) Lindgreen, A. and Chaturvedi, B. M., ICFAI University Press, Andhra Pradesh, 69-91 and 44-68, 2004.
 21. "La standardizzazione nelle aziende di servizi professionali", co-author, Arcadi, A., Chapter 5 in *Gestire Persone e Idee nel Terziario Avanzato*, (Eds.) Piantoni, G. and Salvemini, S., Egea, Milano, 91-127,1991.
- **PhD Thesis**
 1. *How do managers understand the environment and how does it relate to the choice of a marketing practice?* University of Leicester, UK, 2011.
 - **Cases in Books**
 1. "Sistema Ser/CEGIN", co-author Kidd, T., in *Breakout Strategies for Emerging Markets: Business Tactics for Achieving Market Growth*, (Eds.) Sheth, J., Sinha, M. and Shah, R., Pearson FT Press, 61-64, 2016, ISBN: 9780134434957
 2. "Grupo Los Grobo in Argentina", co-author Kidd, T., in *Breakout Strategies for Emerging Markets: Business Tactics for Achieving Market Growth*, (Eds.) Sheth, J., Sinha, M. and Shah, R., Pearson FT Press, 117-118, 2016. ISBN: 9780134434957
 3. "Three Melons", co-authors Schurmann, N. Jasin, M., in *Case Studies in Marketing Management*, (Ed.) Singh, R., Pearson, 2012. ISBN: 9788131785003
 4. "BioScience Argentina: BioMobile and the telemedicine market", co-authors Schurman, N. and Garcia, C., *Emerald Emerging Markets Case Studies*, 1(3), 1-13, 2011. <https://doi.org/10.1108/20450621111180972>
 5. "BGH-RMOTOROLA: RADIUS Connects Business Relationships", co-author Pelton, L. in *Business-to-Business Marketing*, (Eds.) Tanner, J. and Dwyer, I., McGraw-Hill, 1999
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 7. "Helen Curtis", in *Marketing Management: Case*, (Eds.) Kotler P., Clarck, J.B. and Scott, W.G, Prentice Hall International, 1992

REFEREED CONFERENCE PROCEEDINGS AND WORKING PAPERS

- **Refereed Conference Proceedings**
 1. *Empowering service ecosystems: SMEs as drivers of inclusive value creation in emerging markets*, co-authors Caridà, A., Colurcio, M. and Vigolo, V. 13th International Research Symposium in Service Management (IRSSM 13), Balaclava, Mauritius, 15–18 July, 2025.
 2. *Driving social impact through innovation: The strategic role of SMEs in B2B markets*, co-authors Caridà, A., Colurcio, M. and Vigolo, V. Sinergie SIMA2025, Genova, Italy, 12-13 June, 2025. **Mention Award.**
 3. *Change of era as a novel disruption-related concept in marketing*, co-authors Kaartemo, V. and Sarno, D., 9th Naples Forum on Service, Sorrento, Italy, 9-12 June, 2025.
 4. *Service systems at the intersection of marketing and wellbeing research*, co-authors, Baker, N., Weiland, H., Baker, J., Nariswari, A. and Karpen, I. 9th Naples Forum on Service, Sorrento, Italy, 9-12 June, 2025.
 5. *Reimagining market inclusion: The role of intermediaries in bridging the habitus gap*, ITBA-MIT LIFT Lab Research Fest -South America, Buenos Aires, Argentina, 25-27 April, 2025.

6. *Turning the negative into positive: Re-conceptualizing the importance of loss of sense-making and negative feedback loops*, co-authors Sarno D. and Polese F., Forum on Markets and Marketing, Adelaide, Australia, 7-9 January, 2024.
7. *Constitution of service systems, institutions and economic development*, 8th Naples Forum on Service, Ravello, Italy, 6-9 June, 2023.
8. *Absence as an enabler of market-shaping visions*, co-author Nenonen, S. and Peters, L., 8th Naples Forum on Service, Ravello, Italy, 6-9 June, 2023.
9. *From markets towards sustainable markets and service ecosystems*, co-author Helkkula, A and Arnould, E., 8th Forum on Markets and Marketing (FMM 2022), Helsinki, Finland, 12-15th June, 2022.
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12. *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, virtual, 20-22 July, 2021.
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14. *Connecting subsistence entrepreneurs with formal markets: From market access to service ecosystem innovation*, co-authors Nenonen, S., Storbacka, K., Forum on Markets and Marketing, 4-7 June, Helsinki, Finland, virtual, 2020.
15. *Blockchain as a multilevel resource and its impact on service ecosystem innovation*, co-authors Russo Spena, T., Mele, C., Forum on Markets and Marketing, 4-7 June, Helsinki, Finland, (postponed COVID 19) 2020.
16. *Conceptualizing value co-creation to detect emergence and ecosystems (re)formation: A “meta” approach*, co-author Francesco Polese, 6th Naples Forum on Service, Ischia, Italy, 4-7 June, 2019.
17. *Technology for social change? A SDL perspective*, co-authors, Helkkula, A., Russo Spena, T., Mele, C., Arnould, E. and Nariswari, A. 6th Naples Forum on Service, Ischia, Italy, 4-7 June, 2019.
18. *From market exclusion to market inclusion: The role of market agency and shared institutions*, Forum on Markets and Marketing, Tucson, Arizona, USA, 12-15 December, 2018.
19. *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, Texas, USA, 6-9 September, 2018.
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21. *Inclusive ecosystems*, Biennial Annual International Conference on Markets and Development, Lima, Peru, 9-11 August, 2016.
22. *Luck, serendipity and the emergence of service ecosystems*, co-authors Storbacka, K., Nenonen, S. and Mele, C., 5th Forum on Markets and Marketing, Venice, Italy, 13-16 June, 2016.
23. *Markets and complex adaptive systems*, co-author Polese, F., Servsig Conference, Maastricht, Netherlands, 16-19 June, 2016.
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26. *Assessing and overcoming market resource gaps in emerging markets*, co-author Abendroth, L., CIBER, Connecticut, USA, 19-21 June, 2014.
27. *Framing innovation through service-dominant logic, practice-based approach and effectual logic*, co-authors Mele, c. and Russo Spena T., 4th Forum on Markets and Marketing, Karlstad, Sweden, 16-19 June, 2014.
28. *The complexity of context in the public transport value network in the city of Buenos Aires: The BRT Metrobus Case*, co-authors Gomez Cisterna, F., Sebhathu, S. and Enquist, B., ISSRM, Parnu, Estonia, 8-12 June, 2014.
29. *Achieving customer-centricity by integrating the 4A’s and the service-dominant logic: Benefits for emerging markets*, co-author Abendroth, L., 43rd EMAC, Valencia, Spain, 3-6 June, 2014.

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31. *Marketizing*, co-authors Mele, C. and Storbacka, K., Naples Forum on Service, Ischia, Italy, 18-21 June, 2013.
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36. *Theoretical underpinning to successful value co-creation*, co-authors Polese, F. and Brodie, R., Naples Forum on Service, Capri, Italy, 14-17 June, 2011.
37. *Approaches to theorizing the market*, co-author Mele, C., Naples Forum on Service, Capri, 14th-17th June 2011
38. *The service dominant logic: The elusive strategy for the underserved in the emerging economies*, Naples Forum on Service, Capri, Italy, 14-17 June, 2011.
39. *Rethinking strategies for the underserved in the emerging economies: In search for an elusive pattern*, Academy of Indian Marketing International Conference, New Delhi, India, 16-18 December, 2010.
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41. *Business with the BOP value co-creation*, 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), Johannesburg, South Africa. 15-17 November, 2009.
42. *Value co-creation*, co-authors, Lassaga, G., Lanfranchi, G, Pazo, IAM Conference, Buenos Aires, Argentina December, 2009.
43. *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, 4-6 December, 2008.
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45. *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, 7-10 July, 2008.
46. *When 1+1+1=4: Re-creating business logics*, IV Annual Conference LSS, Honolulu, USA, 18-21 June, 2008.
47. *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, 27-30 May, 2008.
48. *Rethinking strategies for the bottom of the pyramid: Two Argentine cases*, AMS World Marketing Congress, University of Verona, Italy, 11-14 July, 2007.
49. *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, 3-26 May, 2006.
50. *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.
51. *Mono-paradigm or multiparadigm*, EMAC/ANZMAC Symposium, Milan, Italy, 27 May, 2005.
52. *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.
53. *Patterns of marketing practices in transition economies*, co-authors Wagner, R., Irish Academy of Management, Dublin, Ireland, 2-3 September, 2004.
54. *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.
55. *Institutional environment and marketing practices in transitional economies: Testable hypotheses*, co-author Dominguez, L., American Marketing Science Conference, Vancouver, Canada, 26-29 May, 2004.
56. *The 4Ps of relational marketing: Perspectives, perceptions, paradigms & proposition*, co-author Saren, M., 11th International Colloquium in Relationship Marketing, Cheltenham, UK, 14-17 September, 2003.
57. *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.

58. *Where is relationship marketing headed?* Relationship Marketing Colloquium, Montreal, Canada, September 23-24, 2001.
59. *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.
60. *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.
61. *Marketing exchange situations: Empirical cases on the seller's perspective*, co-author Lindgreen, A., 8th. International Relationship Colloquium, Stockholm, Sweden, 7-9 December, 2000.
62. *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.
63. *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.
64. *Actors exchange paradigms and their impact on the choice of marketing models*, Marcomarketing Conference, Bergen, Norway, 14-17 June, 1997. American Marketing Science Conference, Norfolk, USA, 27-30 May, 1998.
65. *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.
66. *Consumer marketing: the blind spot of the network approach*, co-author Arora, P., 8th IMP Conference, Lyon, France, 3-5 September, 1992.
67. *Single client communication strategy*, co-author Ostillio, M.C., 8th IMP Conference Proceedings, Lyon, France, 3-5 September, 1992.
68. *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**

1. *Achieving customer-centricity by integrating the 4a's and the service-dominant logic: Benefits for emerging markets*, co-author Abendroth, L., WP St Thomas University. <http://ir.stthomas.edu/ocbmktgwp/1/>, 2014
2. *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

KEYNOTE SPEAKER, PANEL MEMBER, PHD CONSORTIUM, SEMINARS AND WORKSHOPS

- **Keynote/Plenary speaker**

1. *Who cares? Old roles new actors*, 9th Naples Forum on Service, Sorrento, Italy, 9-12 June, 2025.
2. *Future challenges: Emerging markets, low-resource beneficiaries and the SDGs*, VI Conference on Consumer Culture, Pontifical Catholic University (PUC), Rio de Janeiro, Brazil, November 7-8, 2024.
3. *Emerging markets and low resource beneficiaries*, 8th Naples Forum on Service, Ravello, Italy, 6-9 June, 2023.
4. *B2B markets in emerging economies*, 2023 Conference on Business and Industrial Marketing (CBIM), Graz, Austria, virtual, June 12-13, 2023.
5. *Change of era /era of changes*, 9th Strategic Management Latina American Conference (SMLA), Buenos Aires, Argentina, 12-13 December, 2022.
6. *Marketing strategies for financial inclusion*, XLVI ANPAD Annual Meeting, Brazil, virtual, 21-23 September, 2022.
7. *Change of era /era of changes*, 10th AIM-AMA Sheth Foundation Doctoral Consortium, India, virtual, 18-23 June, 2022.
8. *Naples forum in the context of a change of era*, Naples Forum, Capri, Italy, 6-9 September, 2021.
9. *Change of era or era of changes?* opening of the Master of Science in Business Administration of INN, Norway, virtual, 23 August, 2021.
10. *Webinar innovazione e sostenibilità*, University of Salerno, Salerno, Italy, 21 December, 2020.
11. *Evolution... Towards a systemic resource-integration*, Naples Forum on Service, Ischia, Italy, 18-21 June, 2013.
12. *Characteristics of the emerging markets and business strategies*, pre-conference on Emerging Markets, AMA Marketing Educator's conference, Chicago, USA, 17-19 August, 2012.
13. *The service dominant logic: The elusive strategy for the underserved in the emerging economies*, Naples Forum on Service, Capri, Italy, 14-17 June 2011.
14. *Managerial dominant logic: BOP1 vs BOP2*, Naples Forum on Services, Capri, Italy, June 16-19, 2009.

15. *The middle-class consumer in Latin America* Escuela Brasileña De Marketing y Ventas Marcos Cobra / UNICENP, Curitiba, Brazil, 8 november, 2007.

– **Panel member**

1. *Emerging Markets*. Closing Session, 50th Marcomarketing Conference, Pontifical Catholic University (PUC), Rio de Janeiro, Brazil, 23-25 June, 2025.
2. *Are we living in a change of era?* 50th Marcomarketing Conference, Pontifical Catholic University (PUC), Rio de Janeiro, Brazil, 23-25 June, 2025.
3. *Marcomarketing in Latin America: Opportunities and challenges for sustainable development*, 50th Marcomarketing Conference, Pontifical Catholic University (PUC), Rio de Janeiro, Brazil, 23-25 June, 2025.
4. *What have we learned?* Closing Session, Naples Forum, Capri, Italy, 6 -9 September, 2021.
5. *The COVID-19 pandemic and social conflict: Perspectives from the Americas*, Marcomarketing Conference, Auckland, New Zealand, virtual, 12-16 July, 2021.
6. *Beyond B2B/B2C distinctions: Alternative approaches to understanding markets*, 9th AIM-AMA Conference, India, virtual, 25-30 June, 2021.
7. *JUNTOS, compras con propósito*, UCES, Buenos Aires, Argentina, 17 October, 2023.
8. *Tecnología y mujer*, 2do Encuentro de FinTech, UBA, Buenos Aires, Argentina, 18 October, 2018
9. *S-D Logic 2025: Exploring the critical role of midrange theory*, 5th Naples Forum on Service, Sorrento, Italy, 6-9 June, 2017.
10. *How do service ecosystems emerge, contributions from sociology's study on social emergence?* Naples Forum on Service, Naples, Italy, 9-12 June, 2015.
11. *Exploring philosophical foundations for research and their implications on service research*, Naples Forum on Service, Naples, Italy, 9-12 June, 2015.
12. *Marketing relationships across the globe*, The International Marketing Educators Conference, American Marketing Association, Buenos Aires, Argentina, 2000.

– **PhD Consortium**

1. *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.
2. *Marketing to low-income consumers in emerging markets*, PhD Consortium on Marketing and Communication, University of Salerno, Italy, Salerno, Italy, 19 May, 2014.
3. *Value co-creation*, SD Logic Doctoral Colloquium, Honolulu, USA, June, 2008.

– **Seminars and Webinars**

1. *Service dominant logic and emerging markets*, Forum on Markets and Marketing, Adelaide, Australia, 6 January, 2024.
2. *Marketing to low-income consumers in emerging markets*, Karlstad University, Karlstad, Sweden, 19 June, 2014.
3. *Marketing to low-income consumers in emerging markets*, Carlos III de Madrid, Madrid, Spain, 29 May, 2014.
4. *The service dominant logic: A conceptual foundation to address the underserved*, Escuela de Negocios, Universidad Torcuato Di Tella, Buenos Aires, Argentina, 20 October, 2011.
5. *Challenges and learning of adopting a VSA for an emerging markets course*, Service Science Goal and Perspectives (The New Research Agenda), Naples, Italy, 12 June, 2011.
6. *A marketing configurational framework: Understanding how organizations relate to their markets*, Università degli Studi di Napoli Federico II, Naples, Italy, June, 2010.
7. *Do we really understand business marketing? Getting beyond the RM and BM matrimony*, Universidad de San Andrés, Buenos Aires, Argentina, October, 2009.
8. *A configurational approach to marketing*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, November, 2009.
9. *The middle-class consumer in Latin America* Instituto Latino Americano de Marketing, Plataforma Tecnológica de Itaipú e Polo Iguazú, Foz do Iguazú, Brazil, 2008.
10. *The new Ps of relational marketing: Perspectives, Perceptions & paradigms: learnings from organizational theory and strategy literature*. IAE, Buenos Aires, Argentina, August, 2005.
11. *The new Ps of relational marketing: Perspectives, perceptions and paradigms: learning from organizational theory and strategy literature*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, November, 2003.

12. *Contemporary marketing practices: stages II and III*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, November, 2002.
 13. *Marketing bajo incertidumbre*, UADE, Buenos Aires, Argentina, September, 2002.
 14. *Contemporary marketing practice in Argentina*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, October, 2001.
 15. *El marketing en las empresas en Argentina*, CEMA, Buenos Aires, Argentina, August, 2001.
 16. *Arquetipos de marketing en Argentina*, SLADE, Buenos Aires, Argentina, May, 2001.
 17. *Relationship marketing in Argentina*, UTS Marketing Seminars, Sydney, Australia, February, 2001.
 18. *Retailing and consumer behavior in Argentina*, UTS Marketing Seminars, Sydney, Australia, February, 2001.
 19. *IMP and the new millennium: New problems*, IMP-OZ, University New South Wales, Sydney, Australia, February, 2001.
 20. *Building research centers and gaining corporate support*, Business Marketing Faculty Consortium, Evanston, USA, 2000.
 21. *Bricks and clicks, inter-managers*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, October, 2000.
 22. *Does marketing need a new paradigm?* Universidad Torcuato Di Tella, Buenos Aires, Argentina, September, 1999.
- **Workshops**
1. *Taller de compras inclusivas*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, 15 October, 2015.
 2. *Negocios inclusivos*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, 13 March, 2015.
 3. *Lo social y los negocios. El desafío de integrarlo*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, 9 November, 2011.
 4. *Highlighting service science major research priorities*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, 18 April, 2011.
 5. *Understanding the pre-requisites to successful co-creation*, Cooper-Link, Naples, Italy, June, 2010.
 6. SOLFI, Universidad Torcuato Di Tella, Buenos Aires, Argentina, April-July, 2008.
 7. *Marketing for my entrepreneurship? Which?* Endeavor, Buenos Aires, Argentina, June, 2008.
 8. *Marketing for my entrepreneurship? Which*, Endeavor, Buenos Aires, Argentina, July, 2006.
 9. *Marketing for my entrepreneurship? Which?* Endeavor, Buenos Aires, Argentina, July, 2005.

RESEARCH PROJECTS

- 2021 – Ongoing | **Wellbeing in Marketing**
 This research stream explores well-being within marketing, addressing the need for holistic frameworks. It responds to calls within service-dominant logic (S-D logic), transformative service research (TSR), and macromarketing to better understand how marketing practices contribute to individual and societal well-being across temporal, spatial, and beneficiary dimensions.
 My contributions in this stream begin with the development of a Value-Based Well-Being (VaWe) Framework that integrates insights from marketing and environmental economics to conceptualize well-being through four distinct value outcomes: use, option, existence, and bequest value. It advances the understanding of how value co-creation processes impact well-being, considering not only immediate users but also future generations and broader societal contexts.
 In short, this research stream enriches marketing theory providing actionable frameworks and empirical insights that guide marketers, policymakers, and scholars in fostering sustainable, multidimensional well-being outcomes across individuals, communities, and ecosystems.
Associated work in progress:
 - 2025 Wellbeing within the Marketing literature: This study examines how marketing impacts wellbeing, encompassing both its potential to enhance through innovative products and services, and critiques for contributing to reduced wellbeing via issues like overconsumption and inequality. It aims to develop a framework organizing these complexities, focusing on service systems as critical infrastructures supporting wellbeing. Research Team: Weiland, H., Nariswari, A., Baker, J., and Oswald Karpen, I.Associated publications:
 - “A value-based wellbeing framework”, co-authors Mele, C., Russo-Spena, T., Tregua, M. *Journal of Macromarketing* 43(1), 85-79, 2023.
- 2019 – Ongoing | **Change of Era**
 This research stream introduces and develops the concept of Change of Era within the marketing and management disciplines, offering a novel framework to understand profound societal transformations that surpass traditional

notions of crisis or phase transition. A change of era is characterized by radical, unpredictable, and transversal shifts that unfold over extended historical timescales, challenging the foundational ontological, epistemological, and institutional assumptions underpinning markets.

My publications in this stream draw on interdisciplinary foundations—including historical periodization, systems thinking, and market theory—to identify moments when existing axes of tension become exhausted, giving way to new organizing logics.

In short, this body of work not only reframes the context in which marketing operates but also advances the redefinition of marketing’s conceptual boundaries, roles, and responsibilities in periods of systemic uncertainty.

Associated work in progress:

- 2025 Change of Era: This study introduces the concept of a change of era, an epochal transformation that challenges foundational assumptions in marketing theory and practice. It presents a framework comparing change of era to alternative disruption related concepts such as crisis and phase transition. It focuses on eight analytical dimensions to capture their differences. The study emphasizes the need for marketing scholars to rethink the discipline’s assumptions in a world where markets may no longer be central. Research Team: Kaartemo, V and Sarno, D.

- Book working title *El Fin de la Empresa y el Cambio de Era* co-author, Hatum, A., target editor Granica

Associated publications:

- “Strategic management in Latin America: Exploring a VUCA context within a change of era”, co-author Rodriguez, C. *Management Research*, 22(2), 105-112, 2024. [DOI: <https://doi.org/10.1108/MRJIAM-06-2024->]
- “Marcomarketing perspectives from Latin America”, co-authors Shultz, C., Rodriguez, C., Barrios Fajardo, A.A., *Journal of Marcomarketing*, 44(3), 690-693, 2024. [DOI: <https://doi.org/10.1177/0276146724126040>]
- “Is service management experiencing a change of era?” co-author Mele, C. Part I in *Handbook of Service Management* (Eds.) Edvardsson, B. and Stronvoll, B., Palgrave, 71-84, 2022.
- “Change of era or era of change? Chapter 1 in *The Impact of the COVID-19 on International Business: Change of Era*, (Eds.) Marinov, M. and Marinova, S., Routledge, 19-26, 2021.

- 2018 – Ongoing | **Market Shaping**

This research stream advances the theorization of markets by shifting the focus from firm-centric perspectives of market driving to a systemic and institutional view of market shaping.

My publications in this stream include a series of conceptual and bibliometric studies that map the evolution of market conceptualizations within marketing. Key findings highlight a transition from static, positivist notions of markets toward more performative, emergent, and pluralistic understandings. Additionally, this work articulates distinct language systems and narrative structures associated with market shaping, encompassing concepts such as market performativity, plasticity, and institutional work.

A complementary trajectory within this stream addresses market access in contexts of informality. Specifically, my publications introduce the notion of a market habitus gap to reframe the access challenges faced by informal sellers entering formal markets, and propose the role of market-facing intermediaries as a novel solution. This perspective expands the conceptual vocabulary of inclusive market formation and deepens the understanding of transitions between market fields. Methodologically, this research integrates action research (the JUNTOS project) with theory-building, generating insights of both academic relevance and practical significance for shaping adaptive, inclusive, and resilient market systems.

In short, in light of increasingly complex environments—characterized by digitalization, globalization, environmental challenges, and socio-institutional contestation—this stream investigates how actors intentionally shape market configurations, institutional arrangements, and value systems.

Associated work in progress:

- “Absence as a driver of visioning in market shaping” co-authors Peters, L.D., Nenonen, S. and Syväri, M. *Marketing Theory*, 2026
- 2025 SMEs’ role in driving societal impact. This study explores the strategic role of SMEs in driving social innovation within B2B markets, challenging the view of SMEs as resource-constrained players in CSR. Through an action research methodology focused on the Juntos initiative in Argentina, it demonstrates how SMEs use social procurement to integrate informal producers into formal supply chains, fostering inclusive economic development. The paper presents a novel framework for SMEs as proactive drivers of sustainable supply chain practices. Research Team: Caridà, A., Colurcio, M. and Vigolo, V. *Sinergie SIMA2025*, Genova, Italy, 12-13 June, 2025. **Mention Award.**

- “The SME as Reconfigurer: Embedding Social Innovation in B2B Procurement Systems” co-authors Caridà, A., Colurcio, M. and Vigolo, V submitted to Journal of Business and Industrial Marketing
- Associated publications:
- “A market void: Are we missing a market actor? Insights from JUNTOS’s Action-Research Case”, Chapter 3 in *Sustainability and Marketing to Base of the Pyramid*, (Eds.) Wani, T. A and Singh, R., Springer Nature, 46-67, 2025.
 - "Emergent understandings of the market" co-author Mele, C and Spano, M., *Italian Journal of Marketing*, 1, 1-25, 2023. [DOI: <https://doi.org/10.1007/s43039-022-00062-z>]
 - “Democratizing the access to formal markets: Challenges for informal sellers”, Chapter 3 in *Marketing to the Poor*, (Eds.) Wani, T. A. and Singh, R. Routledge (Taylor and Francis Group), 46-68, 2022.
 - “Informal sellers and formal markets: A habitus gap”, co-authors Araujo, L and Kidd, T. *Journal of Business and Industrial Markets*, 37(6), 1269-1280, 2022. [DOI: <https://doi.org/10.1108/JBIM-03-2021-0180>]
 - "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. [DOI: <https://doi.org/10.1108/JOSM-02-2017-0026>]
 - “The role of shared intentions in the emergence of service ecosystems”, co-authors Taillard, M., Peters, I., and Mele, C., *Journal of Business Research*, 69(8), 2972-2980, 2016 [DOI: <https://doi.org/10.1016/j.jbusres.2016.02.030>]

- 2012 – Ongoing | **Defining Markets**

This research stream addresses a foundational concern in marketing theory: the lack of a consistent and explicit conceptualization of markets within the discipline. Several scholars have argued that for marketing to advance as a discipline—and meaningfully contribute to complex business and societal challenges—it must move beyond inherited neoclassical assumptions and develop a robust theory of the market.

My publications in this stream contribute to this endeavor by identifying multiple coexisting market conceptualizations and distinguishing their underlying ontological and epistemological foundations. This work has also proposed midrange frameworks grounded in service-dominant logic and sociological traditions. Further studies emphasize how language systems—such as framing markets as “given” versus “shaped”—influence both academic theorization and managerial decision-making. Additionally, I have developed market conceptualizations that address the complexity, plasticity, and performativity of contemporary markets.

In short, this research stream advances the theoretical core of marketing by clarifying what constitutes a market, fostering more nuanced and adaptable frameworks that better reflect the dynamic nature of modern market environments.

This research stream generated a seminal article:

- “A holistic market conceptualization”, co-authors Mele, C., Storbacka, K., *Journal of the Academy of Marketing Science*, 43(1), 100-114, 2015. [DOI: <https://doi.org/10.1007/s11747-014-0383-8>]

Associated work in progress:

- 2025-6 From Weak to Strong to Regenerative Sustainability: The Role of Eco-centric and Regenerative Technology in Market Structures”, Co-authors Helkkula, A and Arnould, E. submitted to Journal of the Academy of Marketing Science. This study explores the impact of ontological shifts on marketing and management, particularly through the lens of Service-Dominant (S-D) logic. By analyzing S-D logic’s evolution, it proposes a sustainable eco-ontology that reconfigures market entities, representations, performances, and sense-making. The study highlights how integrating non-human actors and focusing on ecological well-being can drive more sustainable service ecosystems. Research Team: Helkkula, A. and Arnould, E.

Associated publications:

- “Resourcing, sensemaking, and legitimizing: Blockchain technology-enhanced market practices” co-authors Mele, C and Russo-Spena, T. *Journal of Business and Industrial Marketing*, 38(9), 1806-1821, 2023. [DOI: <https://doi.org/10.1108/JBIM-09-2021-0452>]
- “From market driving to market shaping: Impact of a language shift" co-author Mele, C and Spano, M. *Journal of Business and Industrial Marketing*, 38 (1), 155-169, 2022. [DOI: <https://doi.org/10.1108/JBIM-10-2021-0503>]
- “Marketization and its limits”, co-author Luis Araujo, *Decisions*, Special Issue on Re-thinking Marketing, 42(4), 451-456, 2015. [DOI: <https://doi.org/10.1007/s40622-015-0104-2>]

- “A new perspective on market dynamics: Market plasticity and the stability-fluidity dialectics”, co-authors Nenonen, S., Kjellberg, H., Cheung, L., Linderman, S., Mele, C., Sajtos, L., and Storbacka, K., *Marketing Theory*, 14(3), 269-289, 2014. [DOI: <https://doi.org/10.1177/1470593114534342>]
- 2008 – Ongoing | **Inclusive Business**
 This research stream explores how businesses can engage inclusively with low-income and underserved populations, moving beyond corporate philanthropy to develop viable and sustainable models that integrate marginalized actors into value creation processes. Positioned at the intersection of macromarketing, Base of the Pyramid (BoP), and market systems literature, it rethinks traditional approaches to poverty alleviation through market-based solutions. My publications in this stream challenge income-based definitions of poverty by introducing multidimensional conceptualizations, such as the notions of the “invisible poor” and “tacit talent”. This work advances segmentation strategies that recognize heterogeneity among low-income populations and proposes actionable frameworks to guide managerial practices in inclusive market development. Through a combination of theoretical contributions and empirically grounded case studies (e.g., Arbusta), this research demonstrates how inclusive businesses can generate mutual value while enhancing social resilience and promoting antifragility in complex, uncertain environments. In short, this research stream broadens the understanding of how firms can strategically co-create value with marginalized communities, offering frameworks and insights that bridge social impact and business sustainability within dynamic market contexts.
Associated publications:
 - “Antifragility strategies: The Arbusta case in COVID 19 Argentina”, co-author Kharoubi Echenique, L., Chapter 2 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, 31-48, 2022.
 - “Serving the invisible poor: Segmenting the market”, co-author Sehth, J., *Journal Global Marketing*, 34(4), 270-281, 2021. [DOI: <https://doi.org/10.1080/08911762.2021.1886386>]
 - “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. [DOI: <https://doi.org/10.1362/204440820X15813359568246>]
 - “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, 89-106, 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.
 - “Business models to serve low-income consumers in emerging markets”, co-author Sheth, J.N., *Marketing Theory*, 17(3), 373-391, 2017. [DOI: 2017 <https://doi.org/10.1177/1470593117704262>]
 - “Market resource gaps: Identifying resources to co-create solutions that facilitate consumption”, co-author Abendroth, L., *Marketing Theory*, 17(3), 357-371, 2017. [DOI: <https://doi.org/10.1177/1470593117702291>]
 - “Business model innovation: Learning from a high-tech-low-fee medical healthcare model for the BOP”, co-author Kidd, T., *International Journal of Pharmaceutical and Healthcare Marketing* 9(3), 200-218, 2015. [DOI: <https://doi.org/10.1108/IJPHM-02-2014-0011>]
 - “VSA and SDL contribution to strategic thinking in emerging economies”, co-author Barile, S., Saviano, M.L., and Polese, F., *Managing Service Quality*, 24(6), 565-591, 2014. [DOI: <https://doi.org/10.1108/MSQ-09-2013-0199>]
 - “Characterizing emerging markets”, co-author Kidd, T., *Organizations and Markets in Emerging Economies*, 3(2), 8-22, 2012. [DOI: <https://doi.org/10.15388/omee.2012.3.2.14265>]
 - “The service dominant logic: A conceptual foundation to address the underserved”, *International Journal of Rural Management*, 8(1,2), 61-83, 2012. [DOI: <https://doi.org/10.1177/0973005212461993>]
- 2007-Ongoing | **Systems Thinking in Marketing**
 This research stream explores the application of the Viable Systems Approach (VSA) in marketing. The VSA conceptualizes firms as viable systems that must maintain internal coherence while responding to external market forces. This approach provides a framework for understanding complex marketing ecosystems and supports firms in achieving long-term sustainability and competitive advantage. My contributions to this stream include integrating VSA with marketing strategy, decision-making, and value co-creation processes. I have explored how organizations, viewed as viable systems, can maintain structural compatibility and adapt to market dynamics. My work also examines the role of VSA in understanding market

structures and facilitating the evolution of marketing practices in an increasingly complex and turbulent market environment.

In short, this research stream advances marketing theory by incorporating systems thinking to improve organizational responsiveness and sustainability in complex market environments, providing a valuable tool for both practitioners and scholars to navigate dynamic business landscapes.

Associated publications:

- “Exploring radical market changes as phase transitions of service ecosystems: Insights from complexity science” co-authors Sarno, D., Polese, F., Sorhmmar, D., Tronvoll, B. and Vargo, S. L., Chapter 1 in *Complexity and Emergence in Market Eco-Systems*, (Eds.) Sarno, D., Polese, F. and Vargo, S. L., Springer Nature, 1-28, 2024.
 - “Complexity and governance”, co-authors Barile, S. and Polese, F., in *Global Encyclopedia of Public Administration, Public Policy, and Governance*, (Ed) Farazmand, A., Springer, 1, 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 [DOI: <https://doi.org/10.1108/JSTP-05-2017-0085>]
 - “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*, 2, 54-78, 2012.
 - “Value co-creation: Using a viable systems approach to draw implications from organizational theories”, co-authors Polese F. and Brodie, R. *Mercati e Competitività*, 1, 19-38, 2012. [DOI: <https://doi.org/10.3280/MC2012-001003>]
 - “Theorizing about the service dominant logic: The Bridging Role of Middle Range Theory” co-authors Brodie R. J. and Saren M., *Marketing Theory*, 11(1), 75-91, 2011. [DOI: <https://doi.org/10.1177/1470593110393714>]
 - A brief review of systems theories and their managerial applications, co-authors Mele, C. and Polese, F., *Service Science*, 2 (1), 126-135, 2010. [DOI: <https://doi.org/10.1287/serv.2.1.2.126>]
 - “A comment on paradox and middle-range theory: Universality, synthesis and supplement”, co-author Saren, M., *Journal of Business and Industrial Marketing*, 23(2), 105-107, 2008. [DOI: <https://doi.org/10.1108/08858620810850218>]
- 1991 – 2010 | **Contemporary Marketing Practices in Emerging Markets**
This research stream focuses on understanding how Contemporary Marketing Practices (CMP) manifest within Emerging Markets (EM), particularly in BRIC countries. Building on the foundational CMP framework—which integrates both traditional and relational views of marketing—this project addresses a critical gap in the original cross-country studies that largely excluded emerging economies. It explores how cultural, economic, legal, and political contexts shape distinct marketing practices in EM, challenging assumptions derived from developed market settings. My contribution has been to analyze contemporary marketing practices in Latin America, particularly in Argentina and to compare it with other regions.
In short, this research stream enriches the global understanding of marketing by contextualizing contemporary practices within emerging markets, offering insights that bridge theoretical frameworks with the realities of culturally and institutionally diverse business environments.
Associated publications:
 - “Contemporary marketing practices in Latina America: The cases of Argentina and Brazil”, co-authors Gabriel Levirini and Kidd, T., *Russian Management Journal*, 13(1), 27-42, 2015.
 - “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*, 23(2), 115-123 2008. 2009 **Highly Commended Award** [DOI: <https://doi.org/10.1108/08858620810850236>]
 - “Marketing practice and market orientation: An exploratory international study”, co-author Palmer, R., *Journal of Euromarketing*, 14 (1/2), 59-86, 2005. [DOI: https://doi.org/10.1300/J037v14n01_04]
 - “Marketing exchange situations: Empirical cases on the seller’s perspective”, co-author Lindgreen, A., *Journal of Relationship Marketing*, 1(3-4), 69-93, 2002. [DOI: https://doi.org/10.1300/J366v01n03_05]
 - “Integrating transactional and relational marketing exchange: A pluralistic perspective”, co-authors Coviello, N. and Brodie, R.J., *Journal of Marketing Theory and Practice*, 8(3), 11-20. 2000. [DOI: <https://doi.org/10.1080/10696679.2000.11501871>]
 - “Exchange relationships in consumer markets?” *European Journal of Marketing*, Vol. 33 (1-2), 19-37, 1999. **Citation of Excellence by ANBAR Electronic Intelligence** [DOI: <https://doi.org/10.1108/03090569910249157>]
 - 2002-2010 | **Managers as Interpreters of the Context and their Role in Decision Making.**
This research examines the diversity of marketing outlooks across firms operating in the same market and develops the Marketing Configurational Framework to explain this variability. By integrating insights from

marketing, organizational theory, and strategic management, it introduces a configurational approach that links managers' frames of reference, environmental conceptualizations, and marketing practices to form viable configurational profiles. Case study evidence supports the framework, demonstrating that while marketing diversity exists, only certain configurations are viable within a given context.

Associated publications:

- "Configurational fit: Pathways for successful value co-creation" co-author Polese, F., *Journal Impresa, Ambiente, Management*, 3(2), 351-368 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*, 1, 74-96, 2010. ISSN: 1842-2454 EISSN: 1844-6523]
- "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*, 4(3-4)59-84, 2006. [DOI: https://doi.org/10.1300/J366v04n03_05] [
- "The role of assumptions in the choice of marketing strategy", co-author Saren, M., *Finanza, Marketing e Produzione*, 23(3),71-77, 2005.
- 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

- 1987-2010 | **IMP.2 International Research on Industrial Marketing and Purchasing.**

The Industrial Marketing and Purchasing (IMP) research focuses on understanding how business-to-business (B2B) markets operate through a network perspective. It emphasizes the importance of relationships, interactions, and resource integration between firms in shaping market dynamics. The IMP approach challenges traditional transactional views by highlighting the role of long-term partnerships and interdependencies in value creation. This body of work integrates theories from industrial marketing, network theory, and relationship management to explain how firms create competitive advantage in complex market environments. Key contributions include the development of the ARA model (Actors, Resources, and Activities) and frameworks for analyzing business networks and the interactions within them.

Associated publications:

- "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*, 24(5/6), 322-336, 2009. [DOI: <https://doi.org/10.1108/08858620910966219>]
- "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*, 19(6), 386-396, 2004. [DOI: <https://doi.org/10.1108/08858620410556327>]
- "Profiling marketing practice in a transition economy: The Argentine case", co-author Brodie, R. J., *Journal of Global Marketing*, 17(1), 67-91, 2003. [DOI: https://doi.org/10.1300/J042v17n01_05]
- "Commentary to conducting cross-national research in relationship marketing: A discussion of methodological challenges", *Australasian Marketing Journal*, 7(1), 22-34, 1999. [DOI: [https://doi.org/10.1016/S1441-3582\(99\)70198-9](https://doi.org/10.1016/S1441-3582(99)70198-9)]
- 1992-1994 | **Structure of the Market Research Industry in Italy**

Associated publications:

- "The market research industry in Italy", co-author Adams, P., *European Management Journal*, 11(1), 108-113, 1993. [DOI: [https://doi.org/10.1016/0263-2373\(93\)90031-C](https://doi.org/10.1016/0263-2373(93)90031-C)]
 - "Le Ricerche di Mercato in Italia: Il profilo dell'offerta", co-author Molteni, L., *Economia & Management*, 4 (September), 1993.
 - 1989-1992 | **Understanding the Professional Services.** A multi-functional research project on the peculiarities of the Professional Services
- Associated publications:
- "Identification and management of key clients", *European Journal of Marketing*, 26(5), 5-21, 1992. [DOI: <https://doi.org/10.1108/03090569210014370>]
 - "Identificazione e gestione dei clienti chiave", *Economia & Management*, 20 (May), 1991.
 - "Professional service firms: Standardizzare per crescere", co-author Arcari, A., *Economia & Management*, 18 (January), 1991.

AFFILIATIONS AND SERVICES

- **Organizations (Advisory Board)**
 - Scientific Board Ph.D. Program for the IMS Unison University, India (as from 2021)
 - Scientific Board Ph.D. Program for the University of Salerno, Italy (as from 2020)
 - Scientific Committee for The European Association for Research on Services (2017-2023)
 - International Society for Marketing Development (ISMD) (as from 2015)
 - Scientific Board Ph.D. Program for the Federico II University of Naples Parthenope, Italy (as from 2014)
 - International Advisory Board, Academy of Indian Marketing (AIM) (as from 2010)
 - Scientific Board: Management Book Series, Springer Eds. (2015)
 - 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 Marcomarketing (2024- Special Issue LATAM).
 - Journal of the Iberoamerican Academy of Management, Special Issue Strategic Management in Latin America: Facing volatile, uncertain, complex, and ambiguous contexts (SMLA conference) (2024).
 - 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**
 - South America, Journal of Business and Industrial Marketing (2006-2015).
 - Latina America, AMS-Review (2004-2008).
 - **Editorial Advisory Board and/or Scientific Board**
 - Systems Management Book Series, Giappichelli-Routledge Publishing House.
 - Russian Management Journal (as from 2016-2021).
 - Journal of Business and Industrial Marketing (as from 2016).
 - Marketing Intelligence and Planning (as from 2014).
 - Marketing Theory (as from 2014).
 - Scientific Committee, Mercati & Competitività (as from 2013).
 - Journal of Business Market Management (as from 2011).
 - **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 (2004-2020).
 - International Journal of Internet Marketing and Advertising (2002-2018).
 - Journal of International Marketing (2000-2017).
 - Journal of Business in Developing Nations (1998-2015).
 - Journal of Relationship Marketing (2001-2023).
 - 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 Marcomarketing (as from 2008).

CONFERENCE ORGANIZATION

- **Conference/Regional/Workshop/Track/Session Chair -Reviewer**
 - **Conference Chair**
 - Conference co-chair, *Strategic Management in Latin America Conference (SMLA)*, co-chairs Salvat, E and Rodriguez, C., Buenos Aires, Argentina, 11-12 December, 2022.
 - Conference co-chair, *37th Annual Macromarketing Conference*, Berlin, Germany, 13-16 June, 2012.
 - Conference co-chair, *9th International Relationship Marketing Conference*, Berlin, Germany, 30 September - 2 October, 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, Argentina, 13-15 December, 2007.
- Conference co-chair, *The International Marketing Educators Conference*, American Marketing Association, Buenos Aires, Argentina, 28 June - 1 July, 2000.
- **Regional Chair**
 - Regional Chair for Latin America, *AIM Conference*, Bangalore, India, July 2012.
 - Regional Chair, *Emerging Markets in the New World Order –The Paradigm Shift*, New Delhi, India, 16-18 December, 2010.
- **Workshop Chair**
 - Workshop Co-chair, *CoopLink Workshop: Service Science Principal Scientific Domains and Major Priorities*, Buenos Aires, Argentina, 18-20 April, 2011.
- **Track Chair**
 - Track Chair, *Responsible Management and Transformative Innovation for Sustainable Transitions*, EURAM, University of Agder (Kristiansand), Norway, 16–19 June, 2026.
 - Track Chair, *Latin American Perspectives in Marcomarketing*, 50th Marcomarketing Conference, Rio of Janeiro, Brazil, 23-25 June, 2025.
 - Track Chair, *45th Marcomarketing Conference*, Bogota, Colombia, 7-10 July, (postponed COVID19) 2020.
 - 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**
 - 50th Marcomarketing Conference, Rio of Janeiro, Brazil, 23-25 June, 2025.
 - 5th Naples Forum, Sorrento, Italy, 6 June, 2017.
 - 43rd EMAC, Valencia, Spain, 3-6 June, 2014.
 - Naples Forum on Service, Capri, Italy, 14-17 June, 2011.
 - Emerging Markets in the New World Order, New Delhi, India, 16-18 December, 2010.
 - Naples Forum on Services, Capri, Italy, June 16-19, 2009.
 - IV Annual Conference LSS, Honolulu, USA, 18-21 June, 2008.
 - 11th ICRM Conference, Cheltenham, England, 14-17 September, 2003.
 - IMP Conference, Dublin, Ireland, 2-4 September, 1999.
 - AMS Conference, Norfolk, USA, 27-30 May, 1998.
- **Reviewer**
 - 6th Naples Forum, Ischia, Italy, June, 2019.
 - World Marketing Congress, Porto, Portugal, June, 2018.
 - 5th Naples Forum, Sorrento, Italy, June, 2017.
 - Reser Conference, Naples, Italy, September, 2016.
 - 44th EMAC, Leuven, Belgium, May, 2015.
 - Naples Forum, Naples, Italy, June, 2015.
 - 43rd EMAC, Valencia, Spain, June, 2014.
 - Naples Forum on Service, Ischia, Italy, June, 2013.
 - 42nd EMAC, Istanbul, Turkey, June, 2013.
 - American Marketing Association Summer Marketing Educators' Conference, Chicago, USA, August, 2012.
 - 41st EMAC, Lisbon, Portugal, 2012.
 - Naples Forum on Service, Capri, Italy, 2011.
 - 40th EMAC, Ljubljana, Slovenia, 2011.
 - 18th ICRM Conference, Henley, England, 2010.
 - 39th EMAC, Copenhagen, Denmark, 2010.
 - IAM conference, Buenos Aires, Argentina, 2009.
 - 38th EMAC, Nates, France, 2009.
 - UK Academy of Marketing Conference, Nottingham, UK, 2006.
 - 35th EMAC, Athens, Greece, 2006.
 - 11th ICRM Conference, Cheltenham, England, 2003.

- 32nd EMAC Conference, Glasgow, Scotland, 2003.
 - AIB Conference, San Juan, Puerto Rico, 2002.
 - 31st EMAC Conference, Braga, Portugal, 2002.
 - Summer AMA Conference, Washington, USA, 2001.
 - BALAS Conference, Caracas, Venezuela, 2000.
 - 7th ISMD Conference, Accra, Ghana, 2000.
 - IMP Conference, Dublin, Ireland, 1999.
 - AMS Conference, Norfolk, USA, 1998.
- **Conference Advisory Board**
 - Naples Forum on Service (as from 2009).
 - International Colloquium in Relationship Marketing (2010-2015).
 - **PhD Student Mentor**
 - Doctoral Colloquium at the Forum on Markets and Marketing, Adelaide, Australia, 6 January, 2024.
 - 10th AIM-AMA Sheth Foundation Doctoral Consortium, India, virtual, 18 June, 2022.
 - 9th AIM-AMA Sheth Foundation Doctoral Consortium, India, virtual, 25 June, 2021.
 - 5th Naples Forum, Sorrento, Italy, 6 June, 2017.
 - Emerging Markets in the New World Order, New Delhi, India, 16-18 December, 2010.

BOOK REVIEWER

1. Book Proposal Review, “*Mismanagement & Disorganization in the Age of Chaos: Organizational Flexibility to Survive and Succeed*”, Routledge, 2025.
2. Reviewer for the chapter “Inclusive marketing: Fostering sustainable wellbeing in subsistence communities”, in *Sustainability and marketing to base of the pyramid*, (Eds.) Wani, T. A. and Singh, R., Springer Nature, 2024.
3. 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*, (Ed.) Singh, R., Emerald, 2018.
4. Reviewer for the chapter, “Engagement research and middle range theories”, *The SAGE handbook of service-dominant logic*, (Eds.) Lusch R.F., Vargo S.L. and Koskela-Huotari K., SAGE, 2018.
5. Editorial Board for the *Handbook of marketing theory*, SAGE, 2008.
6. Book Proposal Reviewer, *Critical marketing: Defining the field*, Butterworth-Heinemann, 2005.
7. Book Proposal Reviewer, *The tribal marketing handbook*, Butterworth-Heinemann, 2005.
8. Book Proposal Reviewer, *Business markets: Understanding what customers value*, (Eds.) Anderson J. and Narus, J., Prentice Hall, 1999.

EXTERNAL PHD EXAMINER

1. External examiner of Ana Marbe Marticorena Robles’ Dissertation: “Co-creación de valor en un ecosistema de organizaciones culturales”, Facultad de Artes Escénicas, Perú, 2024.
2. External examiner of Diego Luzuriaga’s Dissertation: “Creación de capital social en comunidades de mujeres en situación de vulnerabilidad a través de la inteligencia colectiva”, ITBA, Argentina, 2024.
3. External examiner of Smaldone Francesco’s Dissertation: “Big data management”, University of Salerno, Italy, 2021.
4. External examiner of Rajeev Kamineni’s Dissertation: “Entrepreneurial motivation, failure and resilience of movie producers in producing movies”, University of Adelaide, Australia, 2020.
5. External examiner of Sara Lindeman’s Dissertation: “Early phase market organizing in subsistence settings”, Hanken School of Economics, Finland, 2017.
6. External examiner of Mariarosaria Coppola’s Dissertation: “A discursive view of value: The Dieselgate case”, Università Degli Studi di Napoli Federico II, Italy, 2017.

EXTERNAL EXAMINER FOR PROFESSORSHIP POSITIONS

1. Member of the Appointment Committee, for the call for the position of Professor on Business Models, at the University of Gratz, Austria, 2025.
2. External examiner for Prof. Stephen Vargo’s tenure, at the University of Hawaii at Manoa, 2009.

NON-ACADEMIC EVENTS

- **Keynote speaker**

1. *¿Quién se ocupará de cuidarnos en el mundo al que vamos?* Fundación AVINA Desayunate meeting, LATAM, virtual, 29 August, 2025.
2. *Jornada de Sustentabilidad*, Córdoba, Argentina, 11 December 2024.
3. *Equipos sustentables*, Asociación Argentina de Marcas y Franquicias (AMFF), Buenos Aires, Argentina, 8 November, 2023.
4. *Repensando las compras inclusivas*, Banco Supervielle, Buenos Aires, Argentina, 9 October, 2023.
5. *Articulación para la inclusión social: Compras con propósito social e inclusión financiera*, Asociación Cristiana de Dirigentes de Empresas (ACDE), Buenos Aires, Argentina, virtual, 19 September, 2023.
6. *Cambio de época: Paradigmas y desafíos para la contribución al desarrollo sostenible*, 13ª Conferencia Internacional de Responsabilidad Social y Sustentabilidad (ConFIARSE), Buenos Aires, Argentina, virtual, 6-13 September, 2023.
7. *Negocios que cuidan la persona y el planeta*, Asociación Cristiana de Dirigentes de Empresas (ACDE), Buenos Aires, Argentina, 9 September, 2022.
8. *Compras con propósito*, MoveRSE, Rosario, Argentina, virtual, 21 October, 2021.
9. *Los desafíos de la sustentabilidad*, Simposio AAQCT-INTI, Buenos Aires, Argentina, virtual, 7 October, 2021.
10. *Cambio de era: El contexto que encuadra las RSE y los negocios inclusivos*, 11va Conferencia Internacional de Responsabilidad Social y Sustentabilidad (ConFIARSE), Buenos Aires, Argentina, virtual, 1 September, 2021.
11. *Cambio de era: El contexto que encuadra los negocios inclusivos*, Fundación AVINA Latin America meeting, LATAM, virtual, 3 September, 2021.
12. *Investigación colaborativa global #aBetterWay*, Sustainable Brands Madrid, Webinar, Madrid, España, October, 2020.
13. *Cambio de era o era de cambio?*, Blog Heroes, Italy, September, 2020.
14. *Historias que inspiran: de la RSE a la Sustentabilidad*. Infobae, Buenos Aires, Argentina, October, 2019.
15. *Hacia una mayor sustentabilidad*, Sistema B, Buenos Aires, Argentina, 29 April, 2019.
16. *De una era de cambios a un cambio de era*, Sustainable Brands, Montevideo, Uruguay, 26-27 August, 2019.
17. *Rediseñando la Agenda FAO Argentina*, Dialogo Nacional FAO Argentina, Buenos Aires, Argentina, June, 2019.
18. *Inclusión de agricultura familiar en cadenas de valor en alianza con el sector privado*, COSOP, Secretaría de Gobierno de Agroindustria, May, 2019.
19. *Inversiones de triple impacto*, 10th Día Emprendedor Porteño, Predio Dorrego, Buenos Aires, Argentina, 14 November, 2018.
20. *Rediseñando la creación de valor en los negocios*, Sustainable Brands, Buenos Aires, Argentina, 25 September, 2018.
21. *Desarrollar negocios inclusivos en contextos vulnerables*, MOVEERSE, Rosario, Argentina, 30 August, 2018.
22. *Inclusive ecosystems: Aligning the business world to the planet*, University Women's Club, Buenos Aires, Argentina, 17 July, 2018.
23. *Nuevos negocios*, FEST, Buenos Aires, Argentina, 12 June, 2018.
24. *Herramientas administrativas para el empresario*, MINKA, Jujuy, Argentina, virtual, 30 May, 2018.
25. *Estrategias comerciales dentro de las nuevas economías, Nuevas Economías: El rol del impacto social y ambiental en el desarrollo de negocios*. Ministerio de Producción de la Nación & Sistema B, Córdoba, Argentina, November, 2017.
26. *Por qué no todas las nuevas economías prosperan. La construcción de acuerdos, factor clave para el éxito de los ecosistemas emergentes*, Sustainable Brands-Infocus, Buenos Aires, Argentina, July, 2017.
27. *Nuevos Enfoques: Los negocios inclusivos, ¿Cómo profundizar el impacto social de las empresas?*, 1º Foro regional de RSE y Desarrollo Sostenible en Mar del Plata, Buenos Aires, Argentina, 2016.
28. *La co-creación de valor como eje de la competitividad*, Foro Usina Ciudad Inteligente, Buenos Aires, Argentina, 2016.
29. *Diseñando oportunidades de negocios con impacto social en la base de la pirámide*, Fundación Loma Negra, Buenos Aires, Argentina, 2016.
30. *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, Buenos Aires, Argentina, 10h November, 2016.
31. *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, Argentina, 11 July, 2017.
32. *Nuevos enfoques: Los negocios inclusivos*, 1er Foro Regional de RSE y desarrollo Sostenible, Mar del Plata, Argentina, 1 November, 2016.

33. *Redes de redes: La co-creación de valor como eje de la competitividad*, CIPPEC, Usina Ciudad Inteligente, Buenos Aires, Argentina, 4 November, 2016.
34. *La innovación, una estrategia en los negocios inclusivos*, Sustainable Brands, Buenos Aires, Argentina, 2 September, 2015.
35. *Como emprender desde los negocios inclusivos*, Universidad Nacional Lomas De Zamora, Fundación Puntales, Buenos Aires, Argentina, 2014.
36. *Relevamiento de negocios inclusivos en Argentina-Fase 1*, Green Drinks, Buenos Aires, Argentina, 2014.
37. *Relevamiento de negocios inclusivos en Argentina-Fase 1*, Primera expo Industrial y Comercial Expo Industrial, Comodoro Rivadavia, Chubut, Argentina, 2014.
38. *El desafío de liderar: La educación como pilar fundamental para la implementación y difusión y acciones responsables*, Congreso Internacional de Responsabilidad Social, Buenos Aires, Argentina, 2014.
39. *El panorama de los negocios inclusivos en Argentina*, II Foro de Desarrollo Sostenible, Rosario, Argentina, 2013
40. *Negocios inclusivos, modelos de gestión, producción y desarrollo*, II Encuentro Mundial Gran Chaco, Chaco, Argentina, 2013.
41. *Herramientas financieras para los negocios inclusivos*, Agencia Comodoro Conocimiento y Credicoop, Comodoro Rivadavia, Chubut, Argentina, 2013.
42. *Presentación del reporte de economía y desarrollo (RED) del CAF*, Banco de Desarrollo de América Latina (CAF), Buenos Aires, Argentina, 2013.
43. *Seminario de innovación social para empresas en la base de la pirámide*, IAE Business School & Social Lab, Buenos Aires, Argentina, 2013.
44. *¿Qué motiva a los emprendedores a desarrollar negocios inclusivos?*, El día del emprendedor del Gobierno de la Ciudad, Buenos Aires, Argentina, 2013.
45. *Comparing marketing practice in Argentina, New Zealand and the UK*, ORT, Buenos Aires, Argentina, September, 2002.

- **Panel member**

1. *Negocios inclusivos*, Winay, Centro Cultural Córdoba, Córdoba, Argentina, 8 September, 2022.
2. *1^{er} Congreso de compras sustentables*, Buenos Aires, Argentina, virtual, 3 December, 2021.
3. *¿Cómo profundizar el impacto social de las empresas?* 1er Foro Regional de RSE y desarrollo Sostenible, Mar del Plata, Argentina, 1 November, 2016.

HONORS (academic and non-academic)

- **Academic**

1. Guest article: *My academic role model*, AMA SERVSIG, <http://www.servsig.org/wordpress/category/my-role-model>, 2018.
2. Evert Gummesson outstanding research award, Naples Forum on Service, 2017.
3. Emerald Literati Network Awards for Excellence, Highly Commended Paper: “Business model innovation: Learning from a high-tech-low-fee medical healthcare model for the BOP”, *International Journal of Pharmaceutical and Healthcare Marketing*, 9(3),200-218, 2016. <https://doi.org/10.1108/IJPHM-02-2014-0011>
4. Best contribution potential award: “Market plasticity”, 3rd Forum on Markets and Marketing, Auckland 10-12 December, 2012.
5. Ranked as one of the best professors within the 15 most important Business Schools in Latin America by. América Economía Intelligence Unit, 2012.
6. Highly commended award: Research project “Rethinking strategies for the underserved in the emerging economies: In search for an elusive pattern”, Emerald/CLADEA Latin American Management Research Fund Award, 2010.

- **Non-Academic**

1. Jury: Premio Negocios Sociales, AMCHAM, Buenos Aires, Argentina, 2025.
2. Board of Fibrazo (Social Business), as from 2021.
3. Jury: XIV Premio CCI Franco-Argentina a la Sustentabilidad (RSE/Gestión Sustentable) de la Cámara de Comercio e Industria Franco-Argentina, Buenos Aires, Argentina, 18 September, 2018.
4. Knowledge Partners: W20 International Dialogue on Financial Inclusion, 2018.
5. Board of Impact Investment Group Argentina, 2018-2020.

6. Consejo de Administración de la Fundación YPF, 2016-2024.
7. Jury: del III Premio Latinoamericano Transformadores impulsado por RedEAmérica, Bogotá, Colombia, 2017.
8. Jury: III Premio Latinoamericano de Comunidades Sustentables, Buenos Aires, Argentina, 2016.
9. Jury: Premio Negocios Sociales, AMCHAM, Buenos Aires, Argentina, 2011.
10. Jury: Mercurio Award, Buenos Aires, Argentina, 2008.
11. Jury: Mercurio Award, Buenos Aires, Argentina, 2006.

GRANTS AND FUNDING

1. Projects for: Sony, P&G, Quilmes, Soz, F5, Phillips, Telefonica (\$22.000), 2012.
2. Sheth Foundation Grant (US\$ 2500), 2012.
3. Projects for: Direct TV, Barbie, Telefonica (\$10.500), 2011.
4. The emerging perspectives of service science for management and marketing studies. Joint research with the Mid Sweden University (Sweden) and Università 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), 2009/2011.
5. Extension Project PICTO CRUP # 2-31361, Topic: “Como abastecer la base de la pirámide? Una propuesta desde el Marketing. Aplicación al caso Argentino” (\$ 41.583), 2010.
6. 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), 2010.
7. Projects for: Microsoft, Bibliografika, Yell Argentina, Three Melons, AFS, ESAB, Wingum, P&G, Lenovo, Dridco-Demotors, Telefonica TV, Telefonica Blindaje, Schneider Electric, Globant, Gambinus (\$23.500), 2009.
8. Projects for: Telefonica, Discovery, TuBlip, Microsoft, IPlan, de Remate, Plus Video, Bibliografika, Yell, La Caja, Met Life, Finca Pilar, L'Oreal. (\$ 25.600), 2008.
9. Project PICTO CRUP # 2-31361, Topic: “Como abastecer la base de la pirámide? Una propuesta desde el Marketing. Aplicación al caso Argentino” (\$ 76.532), 2008-2009.
10. 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), 2007.
11. 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), 2006.
12. ISBM Research Grant Topic: “Designing marketing channels for business products in emerging markets: A comparison of practices in Argentina and the United States” (US\$ 8.600), 1999-2000.
13. Roche Research Grant Topic: “Aircraft passengers’ feelings towards flying” (US\$15.000), 1998.

PRESS AND MEDIA

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3. La Voz, *Sustentabilidad. Mercados para la energía con atributos ambientales*, 21 December, 2024. <https://www.lavoz.com.ar/negocios/mercados-para-la-energia-con-atributos-ambientales/>
4. La Nación, *Enfocarse en la economía de quienes menos tienen*, 7 July, 2024. <https://edicionimpresa.lanacion.com.ar/article/283051239656166>
5. LN+ *Sustentabilidad, Los cambios que se vienen*, 25 June, 2024. <https://vimeo.com/user172726924/review/968474324/bb4efd1b54>
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8. LN+ *Sustentabilidad Capítulo 7- La hora de las respuestas*, 6 June, 2023
9. La Nación, *Economía sustentable: Acciones en las empresas, en el ámbito educativo, en el bosque, en el océano y en la comunicación*, Victoria Vera Ziccardi, 18 June, 2023. <https://www.lanacion.com.ar/economia/economia-sustentable-acciones-en-las-empresas-en-el-ambito-educativo-en-el-bosque-en-el-oceano-y-en-nid18062023/>
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31. Radio Punto Cero, *Entrevista en CRAC*, 9 November 2018.
32. ComunicarRSE, *Cuatro modelos para generar negocios con impacto social positivo*, 8 November 2018.
33. Economía, *Cómo generar impacto social a través de los negocios - Parte II*, 10 October 2018.
34. La Capital, *Como hacer negocios con un fuerte impacto social*, por Ma Laura Favarel, September, 2018.
35. MoveRSE, *Desarrollar negocios inclusivos en contextos vulnerables*, 4 September 2018.
36. ASEA, *Cómo generar impacto social a través de los negocios - Parte II*, 20 August 2018.
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41. La Bioguía, *¿Cómo se organizan las grandes empresas para realizar sus programas con impacto social?*, 19 December 2017.
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49. La Capital, *Realizarán un primer foro sobre responsabilidad social empresaria*, October, 2016.
50. ComunicarRSE, *Revelamiento sobre las grandes empresas y sus programas de impacto social*, November, 2016,
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65. Next Billion, *Primer relevamiento de negocios inclusivos en Argentina*, 27 September 2013.
66. ComunicarRSE, *desayuno de prensa: 1er relevamiento negocios inclusivos*, 16 September 2013.
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70. iEco Clarin, *Casos de Investigación*, Mach, 2013.
71. iEco Clarin, *Como se escriben y para qué sirven los casos de negocios*, 31 Mach, 2013.
72. El Cronista Comercial, *Libros para inspirarse en vacaciones*, 23 January 2013.
73. El Cronista, *Libros para inspirarse en vacaciones*, January, 2013.
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79. Next Billion, *Lanzamiento de BiD Challenge Argentina*, 17 April 2012
80. El Cronista Comercial Especial RSE, *La importancia de una buena medición*, 29 May 2012
81. Next Billion, *Lo social y los negocios: el desafío de integrarlos*, August, 2011.
82. AméricaEconomía, *A mi querido profesor*, May 2011.
83. Oh La La, (grupo La Nación) *El valor de los valores*, 2011.
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ESPACIO DE NEGOCIOS INCLUSIVOS

- **Projects**

1. **(2018-2026) “JUNTOS” Action-research.** It is a research project that studies the challenges faced by productive organizations, from the social economy, when trying to access formal markets; specifically, when trying to supply products and services to SMEs. JUNTOS, an independent - external to the University- organization is created to act as a intermediary between these productive organizations and SMEs. This project yielded several academic and non-academic publications as well as invitations as keynote speaker, member of panels and media related events and publications (see listing in prior sections).
 - *Guía Juntos compras con 100% impacto social* (2024). This document provides the guidelines to create an intermediary that enables informal sellers access formal markets as well as SMEs develop inclusive value chains. The full document can be downloaded [here](#).
 - *Guía Juntos – Pro Mujer compras con 100% impacto social* (2025). This document is a revised version of the Juntos’ 2024 guide which a gender perspective that provides the guidelines to create an intermediary that enables informal sellers access formal markets as well as SMEs develop inclusive value chains.
2. **(2021) Guía práctica jurídica para emprendimientos sociales**, in collaboration with Fundación Thomson Reuters -Trust Law, Keidos and Estudio Beccar Varela. This is a follow up to the previews guide. It focused on governance, intellectual property issues, tax related and transparency aspects. The full document can be downloaded [here](#).
3. **(2017- adjourned and re-edited 2021) Manual emprender con impacto social** in collaboration with the Gobierno de la Ciudad de Buenos Aires, Dirección General de Emprendedores -Ministerio de Modernización, Innovación y Tecnología. The document follows the Social Business CANVAS format and provides the reader with conceptual and empirical data. The full document can be downloaded [here](#).

4. **(2017) Grupo de trabajo de inversion de impacto en Argentina**, Key players from the financial and corporate sectors, civil society organizations, academia, government, and triple impact companies, integrate the group. The team seeks to increase and strengthen impact investments in our country.
 5. **(2016) Guía legal para emprendimientos sociales en Argentina: ¿Qué figura jurídica elegir para crear empresas de impacto social?** in collaboration with Fundación Thomson Reuters – Trust Law, Estudio Beccar Varela, HPInc Argentina, and Hewlett Packard Argentina. The guide aimed at helping entrepreneurs developing social business identify the legal format that was most suitable for their company purpose. The full document can be downloaded [here](#).
 6. **(2014-2015) Primer relevamiento de actores de los negocios inclusivos en Argentina fase 2: Programas con impacto social en las grandes empresas.** The goal of the project was to identify which multinational corporations had social impact initiatives and to understand whether these were linked to the core-business or part of their corporate social responsibility programs. The full document can be downloaded [here](#).
 7. **(2012-2013) Primer relevamiento de actores de los negocios inclusivos en Argentina Fase 1: Emprendimientos y PyMEs.** The goal was to identify entrepreneurial initiatives as well as SMEs enterprises that were Inclusive Businesses. A second objective was to understand if there was an operating ecosystem that supported the development of inclusive businesses. The full document can be downloaded [here](#).
 8. **(2011- 2012) BiD Challenge.** This project favored inclusive business startups through mentorships and a US\$10.000 price for the best project,
- **Organized seminars**
 1. *Tendencias en el mundo postpandemia – Valores y motivaciones de los consumidores de bajos ingresos luego de la crisis sanitaria*, Webinar, Mariela Mociulsky, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, November 2021.
 2. *Cambio de era: El Contexto que encuadra los negocios inclusivos*, Webinar, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, virtual, 12 May, 2021.
 3. *Marketing y consumo: El efecto catalizador de la pandemia*, Webinar, Espacio de Negocios Inclusivos (ENI), Buenos Aires, Argentina, virtual, 27th May, 2020.
 4. *Benchmark sobre programas con impacto social para grandes empresas*, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, August to October 2018.
 5. *Finanzas con impacto social y ambiental*, Amanda Feldman, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, May 2018.
 6. *La economía Azul*, Gunter Pauli, Vistage, Sistema B, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, June 2017.
 7. *La Banca Etica en Argentina*, Joan Mele, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, May 2017.
 8. *Haciendo a largo plazo*, Nicolas Ducote, Alan Gegenschatz, Carlos March, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, July 2015.
 9. *Responsabilidad social, inclusión y sostenibilidad*, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, June – July, 2013.
 10. *Sistema B*, Virginia Pittaro, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina.
 11. *Gobierno abierto*, Mariana San Martin, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina.
 12. *Inversión social responsable*, Francisco Javier Garayoa Arruti & David García, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina.
 13. *Despertando lideres*, Martin Shaw de Estrada Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina.
 14. *Reflexión sobre las finanzas de impacto*, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, May 2013
 15. *Diálogo con negocios inclusivos*, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, 2013.
 16. *ImpactoColectivo: Gestionando desde un enfoque sistémico*, Dario Wainer & Bea Pellizzarim, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, June 2012.
 17. *Lideres que inspiran*, Horacio Cristiani, Raul Zavalía & Patricia Catterberg, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, October 2012.

18. *La diversidad cultural en los negocios*, John Branch, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, December 2012.
 19. *B Corps*, Eric Leenson, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, 2011.
 20. *Como integrar los social, los negocios y lo ambiental*, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, 2011.
 21. *Ampliando la mirada*, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, 2011.
 22. *Negocios inclusivos*, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, 2011.
 23. *Getting to plan B*, John Mullins, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, November, 2010.
 24. *B Corporations* Eric Leenson, Espacio de Negocios Inclusivos (ENI), Universidad Torcuato Di Tella, Buenos Aires, Argentina, 2009.
- **Press** (see Press)
 - **Consultancy**
 1. Subsecretaría de Desarrollo del Potencial Humano y Hábitat del GCBA. Developed and implemented two programs targeted at production units of the social economy: 1) Evaluation and development program, and (2) Commercialization support program. -Confidential-, 2024.
 2. Estudio de mercado comercio justo: Comercio Justo Argentina-Uruguay. This study analyzed the mains fair-trade products and producers in the country and its position relative to other fair-trade producers in the LATAM region. - Confidential-, 2019
 3. Puentes, desarrollo de negocios con la BoP, Arcor -Confidential-, 2017
 4. Diseñando oportunidades de negocios con impacto social en la BoP, Loma Negra -Confidential-, 2016
 5. Análisis del mercado de pallets para la base de la pirámide, Latinamerican Renewable Energy S.A.- Confidential-, 2016.
 6. Centro Metropolitano de Diseño – CMD (Gobierno de la Ciudad de Buenos Aires). Developed and coordinated a pilot project focused on building an inclusive value chain, in the apparel design sector, in the neighborhood of Barracas. The project involved the articulation and implementation of collaborative strategies among local stakeholders to strengthen the textile and apparel production network. A key component of the project was the establishment of a dialogue roundtable with actors from the apparel industry, aimed at addressing structural challenges within the value chain and promoting socially inclusive economic development, The full document can be downloaded [here](#), 2014.
 7. Proyecto Generar. RedEAmérica (Fundación Holcim, Fundación Loma Negra y Fundación Arcor). Write an in-depth case study of the Generar pilot program, examining its design, implementation, and outcomes, The full document can be downloaded [here](#), 2014.
 - **Funding**
 1. Funding ENI: Avina (U\$10.000), IBM (U\$10.000), 2011.

UNIVERSITY APPOINTMENTS

- **Universidad Torcuato Di Tella**, Business School, Buenos Aires, Argentina
 - Founder and Director of the Inclusive Business Think Tank (Espacio de Negocios Inclusivos ENI-Di Tella) (as from 2010).
 - Associate Professor (as from 1994).
- **Universita' Di Torino**, Business School, Torino, Italy
 - Associate Marketing Professor (1993-1994).
- **SDA Bocconi**, Business School, Milan, Italy
 - Senior Lecturer in Marketing (1987-1994).

INSTITUTIONAL SERVICES – UNIVERSIDAD TORCUATO DI TELLA

- Member of the AACSB Learning Goals Committee (as from 2024)
- Member of the MBA Advisory Board (as from 2010)
- Member of the Business School Academic Board (Consejo de Profesores) (as from 2008).
- Member of the Library Committee (Comisión de Biblioteca) (2009-2015)
- Member of the Undergraduate Program Study Council (as from 2005-2016)
- Member of the Advisory Board to the President of the University (2001-2002)

COURSES

- **In Di Tella**

- ***Undergrad/MBA***

- Sustentabilidad y Empresa (undergrad)
 - Proyectos de Marketing (undergrad)
 - Negocios con Impacto Social (MBA & undergrad)
 - Nuevas Estrategias para Mercados Emergentes (MBA)
 - Tópicos Emergentes de Marketing (undergrad)
 - Marketing Avanzado (MBA)

- ***Executive Education Programs***

- Negocios Inclusivos (NI- ODI)
 - Repensar la Sustentabilidad e Inclusión Social (RSIS-ODI)
 - Real Estate Management (REM)

- ***International MBA course at Di Tella***

- Social Business in Emerging Markets
 - Commercial Strategies for Emerging Markets,
 - Doing Business in Argentina
 - Argentine Consumer Behavior
 - IBUS 3201 International Marketing

- **Internationally**

- Quality Management, Università degli Studi di Napoli Federico II, Napoli, Italy

THESIS-TUTOR

- MBA (as from 1999)
- Maestría en Economía Urbana (as from 2025)
- MIM (as from 2021)
- UNDERGRADUATE (1997-1998)