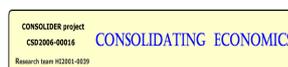




Program

- 11.00-11.30 Welcome and Reception
- 11.30-13.00 "Are Top-Bottom Inferences Conscious and Left-Right Inferences Automatic? Implications for Shelf Space Positions" (joint with Priya Raghbir)
Ana Valenzuela (Baruch College, CUNY, currently visiting professor at IE)
Discussant: Salvador Ruiz (Universidad de Murcia)
- 13.00-14.30 Lunch
- 14.30-16.00 "In Search of the White Knight: CEO Backgrounds and Corporate Turnarounds" (joint with Jane Ebert, Sunil Kishore and Om Narasimhan)
Rajesh Chandy (London Business School)
Discussant: Marco Giarratana (Universidad Carlos III de Madrid)
- 16:00-16.15 Coffee Break
- 16.15-17.45 "Dangerous Pricing in Food Retailing: Threats and Cures"
Eitan Gerstner (Technion, Israel Institute of Technology)
Discussant: Fabrizio Cesaroni (Universidad Carlos III de Madrid)
- 17.45-18.00 Break
- 18.00-19.30 Round Table: "Current and Future Perspectives in Spanish Marketing Research"
Martin Boehm (Instituto de Empresa)
Mónica González Suarez (Universidad Autónoma de Madrid)
Nora Lado (Universidad Carlos III de Madrid)
Ana Valenzuela (Baruch College, CUNY, currently visiting professor at IE)

Sponsored by





"Are Top-Bottom Inferences Conscious and Left-Right Inferences Automatic? Implications for Shelf Space Positions" (Ana Valenzuela joint with Priya Raghubir)

We propose that the position of a product on a shelf is a source of information that consumers use to infer price and quality. Results across five experiments show that consumers have shared beliefs regarding the prices of products based on their vertical and horizontal shelf space position. The Verticality inference captures that higher priced products are in top rows. The Horizontality inference captures that higher priced products are on the right-hand side. These price inferences translate into quality inferences, and result in items in the vertical and horizontal centres (middle row and/ or column) being perceived as a price/quality trade-off and being preferred. We then propose that consumers are aware of the influence of vertical, but not horizontal placement, making verticality effects contingent on contextually determined diagnosticity of the schema and the level of resources deployed, but horizontality effects robust. Results suggest that verticality effects are conscious whereas horizontality effects are non-conscious. Results add to the literature on visual information processing and non-conscious processes. Implications for retailers and product managers are discussed.

White Knights and Firms in Distress: Why CEO Backgrounds Matter in Corporate Turnarounds (Rajesh Chandy joint with Jane Ebert, Sunil Kishore and Om Narasimhan)

Firms in financial distress are a common theme in tales about business. Why do some firms in financial distress manage to turn around their fortunes, while others do not? In this research, we explore the underexamined role of top managers in driving turnaround outcomes. We propose that the mindsets and strategic emphases of CEOs play a critical role in predicting whether or not the firms they lead emerge out of distress. Moreover, we suggest that the mindsets and strategic emphases of CEOs are a function of their functional backgrounds, in that CEOs with backgrounds in marketing are in general likely to have different mindsets and emphasize different strategies than CEOs with backgrounds in other functional areas. In particular, we suggest that CEOs with marketing backgrounds are more likely than those with other backgrounds to focus on the future on contexts outside the firm, as well as to emphasize growth strategies over cost reduction strategies. For these reasons, distressed firms with CEOs with marketing backgrounds are more likely to emerge out of distress than those who have CEOs with other backgrounds. We test our arguments on data from publicly held firms in the US high technology sector. Results from the analysis generally confirm the hypotheses we propose.

For a Few Cents More: Why Supersize Unhealthy Food? (Eitan Gerstner)

Healthcare experts believe that increases in portion sizes served by food vendors contribute to the obesity epidemic. This paper shows that food vendors can profit handsomely by using supersizing strategies under which regular portion sizes are priced sufficiently high to discourage price conscious consumers from selecting them, but the prices for enlarging food portions are set so low that these customers are tempted to order the larger portion sizes and overeat. Setting aside the impact of obesity on healthcare costs, we show that using supersizing to steer customers towards consuming excessive amounts of food can destroy value from a social perspective, so this social value destruction trap adds another justification for pressuring food vendors to reduce supersizing for unhealthy food. As a public policy response, we consider how moderating policies may counter these effects through measures designed specifically to encourage eating in moderation by applying supersizing bans, taxes, and warnings.

Sponsored by

