

# Managing Your Career: 25<sup>th</sup> Anniversary Fellows

## Survey of 1982 Doctoral Consortium Class: 25 Years Later

American Marketing Association  
Sheth Foundation Doctoral Consortium  
W. P. Carey School of Business  
at Arizona State University  
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### 1. What are the most significant changes you've observed in our field over the past 25 years?

#### Research methodology

- Increased diversity of research methods, but increased fragmentation of the field
- increasing sophistication of techniques, both quantitatively and behaviorally
- The move toward more qualitative research approaches
- Greater emphasis on quantitative research
- Application of meta-analytic techniques
- In quantitative research, there are now multiple studies and the use of mediators and moderators much more than before
- In qualitative research, there are certain post-structural approaches that have taken over
- Paradigm shift in CB to richer theoretical perspectives and qualitative methods on human behavior

#### Research areas

- Greater emphasis on Transformative Consumer Research (TCR)
- Growth and evolution of new content areas such as services marketing, relationship marketing, customer experience management, international/global marketing, interactive and multichannel marketing
- Increasing fragmentation and specialization
- Increasingly, externally imposed "research agendas" and priorities, especially those of the MSI are influencing what is considered an important topic and contribution
- Marketing metrics, call for linking marketing with financial metrics etc.
- Internet-related papers are getting into the Journals in mid-2000 in large numbers but surprisingly not present in most publications all through the 90's when the internet was exploding.

# 1. What are the most significant changes you've observed in our field over the past 25 years? (continued)

## Publications

- More and more "abstract empiricism" in leading journals
- The need to have 3 or 4 complementary studies to get published in top journals
- More rigor to get published in top journals but also a proliferation of second tier and lower journals
- Growth of the number of publication outlets and AMA "applied" journals such as Marketing Management and Marketing Research
- Tenure requirements have change considerably - number of publications in an "A" journal has gone up -more candidates starting their career with publications in an "A" journal

## Teaching and student-related activities

- There has been a great increase in the importance given to student satisfaction scores
- Faculty tend to pay more attention to teaching, but there are problems with grade inflation, and avoiding rigor in favor of "infotainment."
- Changes in students -- students change, on average, in terms of maturity, work ethic, preparation, and expectations
- There is some increased emphasis on quality teaching.

# 1. What are the most significant changes you've observed in our field over the past 25 years? (continued)

## Faculty

- Increased diversity among faculty
- Increased quality of business school faculty
- The globalization of academia – proliferation of non-US based scholars who are interested in research

## Salary

- A large increase in compensation of professors mainly due to increased MBA salaries, better preparation of PhD students, improved teaching quality, greater relevance of academic research to business practice
- Salary compression was an issue in 1982, and still is in 2007
- Summer support continues to be sweet, and one of the best ways to keep engaged
- Salaries of some senior faculty are sometimes lower than junior faculty who have fewer research publications

## 2. What has been your greatest joy over the past 25 years?

### Family

- Achieving a balance between my commitment to my family and achieving academic success
- Having 2 children, the oldest of which is a student in my school of business and my advisee
- Raising my two kids as a single parent

### Students

- Mentoring students
- Enjoy interactions with "hungry" and motivated students at all levels and watching them blossom
- Making students understand the connection between theory and practice has been an ongoing challenge and keeps my job interesting

## 3. What has been your greatest regret over the past 25 years?

- Being a mediocre teacher
- Marketing has failed to become more respectable in organizations
- Not being able to pursue more personal, non-academic interests
- Waiting too long to pursue research and teaching opportunities abroad
- Not having adopted current research focus at very start of my career.
- "I am pretty hopeless about focus. I love ideas and thinking. After that, I tend to be a bit lazy. I could have been a lot more productive if I had been more efficient. That would have allowed me to get more of my ideas out into the literature, but also to have had more time to enjoy the richness of life in other areas to a greater extent"
- I strongly recommend students not to leave until they have completed the dissertation. I started my career without finishing my defense- that's a mistake. It delayed my publications.
- Not producing more A journal articles - thought 25 years ago that I could have converted almost all revision requests in A journals into acceptances -- but this is not the case
- Devoted more time to my research, because in the end that is what you will be remembered for and increasingly is the only leverage point faculty will have in an increasingly bureaucratic university landscape.

## 4. What has been your greatest achievement over the past 25 years?

### Research

- Contributing to research that has had an impact on changing people's lives
- Publication in top journals
- The Micro-Marketing Project at the University of Chicago
- Co-chairing two AMA educators' conferences
- Co-editing special (Journal) issues
- Directing Graduate programs and creating several joint programs with other colleges
- Being able to publish a paper in the Journal of Forecasting on an index of predictive association between questions with multiple nominal responses - this is my most original work although not directly in marketing
- Developing and sustaining international multiple study-abroad programs
- Having well-cited research, 5 times outstanding researcher of the School of Business Award
- Winning the AMA's O'Dell Award, Howard Award, and ART Forum Best Paper Award
- Being awarded the Ideal Industries Excellence in Teaching Award -- this award was based on excellence in blending theory and the "real world" in the classroom

## 4. What has been your greatest achievement over the past 25 years? (continued)

### Students

- Having students that graduated 18 or so years ago come back and have fond memories of my classes and be using some of the things taught to them
- Having former students, even from 20-25 years ago, keep up with me. I love to hear about their families, promotions, etc., and take great enjoyment that I had a very tiny part to play in that.
- Continuing to create excitement in class- students from the past continue to write to me about the impact of my classes in their lives
- Students whose academic/research work was done in my courses winning competitive awards/grants
- Being a visiting professor, finally learning to teach and having students like what I do

### Family and personal experience

- Raising two kids
- Maintaining a healthy balance in my professional and personal lives; have been involved in a number of entrepreneurial ventures, and am presently a partner in a business.

## 5. What is the one thing (tip, piece of wisdom) that you've gleaned over the past 25 years that you'd like to share with the new PhD's of the 2007 Doctoral Consortium class?

- Have fun along the way -- the years go by quickly
- Persist
- Have fun, always...even when you're busting your ass.
- Specialize in one area and focus on doing research in that area
- Collaborate with people with whom you enjoy working, and not just because of a common interest in a topic
- Don't underestimate what your professors in your Ph.D. program have done for you by making you run the gauntlet to join the Ph.D. club
- As an educator, I have learned to adopt a curious and inquisitive attitude in searching for creative ideas and new knowledge. During this process, I have discovered that in this holographic universe, you attract what you're ready for
- Continue to "refresh" your career, developing new interests and projects, to keep excited about what you are doing. Try not to focus too much on what you think will be rewarded extrinsically
- The one thing I can say to the person who has some 'wild' ideas about research s/he wants to do -- just make sure you do mainstream research in some way or other to establish yourself. The other thing is that I have often done work that links with my personal interests in life. This has been very motivating for me

## 5. What is the one thing (tip, piece of wisdom) that you've gleaned over the past 25 years that you'd like to share with the new PhD's of the 2007 Doctoral Consortium class? (continued)

- Good applied research comes from the confluence of a strong skill based (methodological driven research), a good eye for what is happening in the market place (phenomenologically driven research), and a view as to what might be useful (managerially driven research). It doesn't matter from which one that one gets one's source of competitive advantage; it is necessary to have the other two to really create an impact
- Pace yourself (to avoid burnout), don't take it all too seriously, and make sure to have fun along the way...
- Learn to say "no." As time goes on, and you prove yourself, you're going to have so many people asking you to do things. It is important to engage and be involved and active. Yet, remember that every time you say "yes" to one thing, chances are you are in fact saying "no" to other things that you would have done with your time and skills
- I would encourage you to develop a mission statement along with a complete strategic plan for your life. I waited until about five years ago to write mine, and although I always knew what I was about, writing it down has helped me realize where I should put my emphasis.

**5. What is the one thing (tip, piece of wisdom) that you've gleaned over the past 25 years that you'd like to share with the new PhD's of the 2007 Doctoral Consortium class? (continued)**

- Don't let career strategy take the joy out of the doing
- Have several projects in various stage of completion. Make sure that ALL of those projects are interesting and fun.
- Pick research colleagues who complement your own strengths, and pick colleagues who are fun and decent.
- Do not leave before finishing PH.D. program
- Make sure that you have a good mentor who can guide you in teaching and research.
- Do not procrastinate while writing papers. Put a sign on your wall: "When in doubt, write."
- Having asked many of the top most researchers in our field on many occasions in the last 25 years: "What is the secret of your research success?" one common thread is seen consistently. When writing a research paper, they try to stop All other activities for 3-4 days and get a draft written. For those 3-4 days they avoid e-mails, grading, phone calls, social activities etc. For some, the four days are Thursday to Sunday where they might work 12 hour days and complete the paper writing by the weekend.
- Read practical business publications every day - Wall Street Journal, Business Week, Inc. magazine and web-based business news. Never forget that Marketing is a practical field, and the Ph.D. does not focus on developing these practical skills.

**5. What is the one thing (tip, piece of wisdom) that you've gleaned over the past 25 years that you'd like to share with the new PhD's of the 2007 Doctoral Consortium class? (continued)**

- Publish your ideas and then travel abroad. Then publish the ideas gleaned from international travel and refined by challenging dialogue with foreign colleagues! The really interesting business/marketing research challenges in the next 40 years lie outside the U.S.!
- Study and teach what you are passionate about because it is the ride in the car not the end of the race that gives you thrills!
- If you are attending the consortium, you should have the necessary tools to be a successful researcher, but only a small percentage of you will actually succeed at research, not because you are incapable of success in pursuing a research stream but because you won't really try. You need to be persistent and make yourself do the work, and don't be discouraged by rejections as these are only avoided by those who never try.
- What I got out of the Consortium is a clear sense that I did NOT want to be an academic. The Academic stuff was too full of trivia: and increasing focus on things that were of little interest to practitioners, and a focus on microscopic improvements to the obvious. When some academics report frustration in working with practitioners, it is because what is important to academics is of little or no VALUE to them.