

## GREGORY S. CARPENTER

### *Address*

Kellogg School of Management, Northwestern University, Donald P. Jacobs Center,  
Leverone Hall, 2001 Sheridan Road, Evanston, Illinois 60208. Phone + 1 847 491  
2717, fax + 1 847 491 2498; g-carpenter@kellogg.northwestern.

### *Education*

Ph. D. 1983, Business, Columbia University  
M. Phil. 1983, Business, Columbia University  
M. B. A. 1980, Business, Columbia University.  
B. A. 1978, Economics and Mathematics, Ohio Wesleyan University

### *Honors and Awards*

Robert D. Buzzell Marketing Science Institute Award, 2008  
Marketing Science Institute/H. Paul Root Award, 2006  
American Marketing Association Donald R. Lehmann Award, 2000  
American Marketing Association William F. O'Dell Award, 1999, 1994, 1990 (finalist)  
American Marketing Association Paul E. Green Award, 1999  
Donald P. Jacobs Research Professor, Northwestern University, 1998-1999  
Sidney J. Levy Teaching Award, Northwestern University, 1996  
American Marketing Association Doctoral Consortium Faculty, 2006, 1996, 1991, 1989,  
1985  
McManus Research Professor, Northwestern University, 1994-1995  
Kraft Research Professor, Northwestern University, 1993-1994  
Outstanding Professor of the Year, The Managers' Program, Northwestern University,  
1992  
Richard M. Clewett Research Professor, Northwestern University, 1991-1992  
American Marketing Association Doctoral Dissertation Award, 1984  
Beta Gamma Sigma, 1983  
Hermes Scholar, Columbia University, 1982  
Booz · Allen & Hamilton Fellow, Columbia University, 1981  
Dean's Merit Fellow, Columbia University, 1980  
University Fellow, Ohio Wesleyan University, 1978  
Charles Edison Memorial Fellow, Georgetown University, 1977

### *Employment*

James Farley/Booz Allen Hamilton Professor of Marketing Strategy (since 1999), Profes-  
sor of Marketing (since 1999), Associate Professor of Marketing (1990-1999), Kellogg  
School of Management, Northwestern University.

Visiting Associate Professor of Marketing (Spring 1990), School of Organization and  
Management, Yale University.

Associate Professor of Business (1987-1990), Assistant Professor of Business (1985-1987),  
Graduate School of Business, Columbia University.

Assistant Professor of Management (1983-1986), Acting Assistant Professor of Management (1982 to 1983), Graduate School of Management, University of California, Los Angeles.

## RESEARCH

### *Journal Articles*

Gebhardt, Gary F., Gregory S. Carpenter and John F. Sherry, Jr. (2006), "Creating Market Orientation: A Longitudinal, Multi-firm, Grounded Analysis of Cultural Transformation," *Journal of Marketing*, 66 (4), 37-55.

- *Winner of the Marketing Science Institute/H. Paul Root Award, 2006*

Rust, Roland T., Tim Ambler, Gregory S. Carpenter, V. Kumar, and Rajendra Srivastava (2004), "Measuring Marketing Productivity: Current Knowledge and Future Directions," *Journal of Marketing*, 68 (4), 76-89.

Chernev, Alex, and Gregory S. Carpenter (2001), "The Role of Market Efficiency Intuitions in Consumer Choice: A Case of Compensatory Inferences," *Journal of Marketing Research*, 38 (August), 349-361.

Brown, Christina, and Gregory S. Carpenter (2000), "Why is the Trivial Important? A Reasons-Based Account for the Effects of Trivial Attributes on Choice," *Journal of Consumer Research*, 26 (4), 372-385.

Shankar, Venkatesh, Gregory S. Carpenter and Lakshman Krishnamurthi (1999), "The Advantages of Entry in the Growth Stage of the Product Life Cycle: An Empirical Analysis," *Journal of Marketing Research*, 36, 2 (May), 269-276.

Shankar, Venkatesh, Gregory S. Carpenter, and Lakshman Krishnamurthi (1998), "Late Mover Advantage: How Innovative Late Entrants Outsell Pioneers," *Journal of Marketing Research*, 35, 1 (February), 54-70.

- *Winner of the American Marketing Association's Paul E. Green Award, 1999.*
- *Winner of the American Marketing Association's Donald R. Lehmann Award, 2000.*
- *Abstracted in L. McAlister, R. Bolton and R. Rizley (eds.), Essential Readings in Marketing, Cambridge: Marketing Science Institute, 2006.*

Carpenter, Gregory S., and Kent Nakamoto (1996), "The Impact of Consumer Preference Formation on Marketing Objectives and Competitive Second Mover Strategies," *Journal of Consumer Psychology*, 5(4), 325-358.

DeSarbo, Wayne, Donald R. Lehmann, Gregory S. Carpenter, and Indrajit Sinha (1996), "A Stochastic Multidimensional Unfolding Approach for Representing Phased Decision Outcomes," *Psychometrika*, 61, 3 (September), 485-508.

Carpenter, Gregory S., and Kent Nakamoto (1994), "Reflections on 'Consumer Preference Formation and Pioneering Advantage'," *Journal of Marketing Research*, 31, 4 (November), 570-73.

- Carpenter, Gregory S., Rashi Glazer and Kent Nakamoto (1994), "Meaningful Brands from Meaningless Differentiation: The Dependence on Irrelevant Attributes," *Journal of Marketing Research*, 26, 3 (August), 339-50.
- Winner of the American Marketing Association's William F. O'Dell Award, 1999.
  - Abstracted in L. McAlister, R. Bolton and R. Rizley (eds.), *Essential Readings in Marketing*, Cambridge: Marketing Science Institute, 2006.
- Carpenter, Gregory S., and Dominique M. Hanssens (1994), "Market Expansion, Cannibalization, and International Airline Pricing Strategy," *International Journal of Forecasting*, 10, 313-26.
- Bell, Steven S., and Gregory S. Carpenter (1992), "Optimal Multiple-Objective Marketing Strategies," *Marketing Letters*, 3, 4 (October), 383-93.
- Carpenter, Gregory S., and Kent Nakamoto (1990), "Competitive Strategies for Late Entry into a Market with a Dominant Brand," *Management Science*, 36, 10 (October), 1268-78.
- Carpenter, Gregory S. (1989), "Perceptual Position and Competitive Brand Strategy in a Two-Dimensional, Two-Brand Market," *Management Science*, 35, 9 (September), 1029-44.
- Abstracted in *OR/MS Today*, 16 (1989), 4 (August), 59.
- Carpenter, Gregory S., and Kent Nakamoto (1989), "Consumer Preference Formation and Pioneering Advantage," *Journal of Marketing Research*, 26, 3 (August), 285-298.
- Reprinted (in French) in *Reserche et Applications en Marketing*, 5, 2, 17-43.
  - Abstracted in *Journal of Product Innovation Management*, June 1990, 158-9.
  - Winner of the American Marketing Association's William F. O'Dell Award, 1994.
  - Abstracted in L. McAlister, R. Bolton and R. Rizley (eds.), *Essential Readings in Marketing*, Cambridge: Marketing Science Institute, 2006.
- Carpenter, Gregory S., Lee G. Cooper, Dominique M. Hanssens and David Midgley (1988), "Modeling Asymmetric Competition," *Marketing Science*, 7, 4 (Fall), 393-412.
- Carpenter, Gregory S. (1987), "Market Pioneering and Competitive Positioning Strategy," *Annales des Telecommunications*, 42, 11-12 (Nov.-Dec.), 699-709.
- Carpenter, Gregory S. (1987), "Modeling Competitive Marketing Strategies: The Impact of Marketing-Mix Relationships and Industry Structure," *Marketing Science*, 6, 2 (Spring), 208-221.
- Carpenter, Gregory S., and Donald R. Lehmann (1985), "A Model of Marketing Mix, Brand Switching, and Competition," *Journal of Marketing Research*, 22, 3 (August), 318-329.
- Finalist for the American Marketing Association's William F. O'Dell Award, 1990.

## Book

Carpenter, Gregory S., Rashi Glazer, and Kent Nakamoto (eds.) (1997), *Readings on Market Driving Strategies: Toward a New Theory of Competitive Advantage*. Reading, Massachusetts: Addison Wesley.

## Book Chapters, Conference Papers, and Other Publications

Carpenter, Gregory S. (2010), "Creating Competitive Advantage through Creating Customers," in A. Tybout (ed.) *Kellogg on Mastering Marketing*. New York: Wiley.

Tybout, Alice M., and Gregory S. Carpenter (2010), "Creating and Managing Brands," in A. Tybout (ed.) *Kellogg on Mastering Marketing*. New York: Wiley.

Gebhardt, Gary F., Gregory S. Carpenter and John F. Sherry, Jr. (2006), "Creating Market Orientation: A Longitudinal, Multi-firm, Grounded Analysis of Cultural Transformation," *MSI Reports*, Cambridge: Marketing Science Institute.

- *Winner of the Robert D. Buzzell Marketing Science Institute Award, 2008*

Carpenter, Gregory S., and Kent Nakamoto (2005), "Competitive Brand Strategy," in A. Tybout and T. Calkins (eds.), *Kellogg on Branding*. New York: Wiley.

Anderson, James C. and Gregory S. Carpenter (2005), "Brand Strategy for Business Markets," in A. Tybout and T. Calkins (eds.), *Kellogg on Branding*. New York: Wiley.

Carpenter, Gregory S., Rashi Glazer, and Kent Nakamoto (2000), "Market Driving Strategies: Toward a New Concept of Competitive Advantage," in D. Iacobucci (ed.), *Kellogg on Marketing*. New York: Wiley.

- *Cited in Victor Mosley and Cathy Mosley d/b/a/ Victor's Little Secret v. Victoria's Secret Catalogue, Inc., case number 01-1015 in the United States Supreme Court.*

Tybout, Alice M., and Gregory S. Carpenter (2000), "Creating and Managing Brands," in D. Iacobucci (ed.), *Kellogg on Marketing*. New York: Wiley.

Anderson, James C., Gregory S. Carpenter, and James C. Narus (2000), "Managing Market Offerings in Business Markets," in D. Iacobucci (ed.), *Kellogg on Marketing*. New York: Wiley.

Anderson, James C., and Gregory S. Carpenter (1998), "How to Escape the Commodity Trap in Business Markets," *Financial Times, Mastering Marketing* supplement, November 2, 5-6.

Carpenter, Gregory S., and Alice M. Tybout (1998), "Meeting the Challenge of the Post-Modern Consumer," *Financial Times, Mastering Marketing* supplement, October 5, 1-2.

Carpenter, Gregory S., (1998), "Changing the Rules of the Marketing Game," *Financial Times Mastering Management Review*, August, 30-33; and *Financial Times, Mastering Marketing* supplement, September 14, 2-4.

Carpenter, Gregory S., and Kent Nakamoto (1994), "Competitive New Product Strategies," in J. Hampton (ed.), *AMA Management Handbook*. New York: AMACOM.

Carpenter, Gregory S., and Kent Nakamoto (1994), "Brand Dominance: Competitive Advantage through Consumer Learning," in S. Levy, G. Frerichs, and H. Gordon (eds.), *Marketing Manager's Handbook*. Chicago: The Dartnell Corporation. Reprinted in *Creating Winning Marketing Plans*. Chicago: The Dartnell Corporation.

Carpenter, Gregory S. (1992), Review of Technological Competition in Global Industries: Marketing and Planning Strategies for American Industry by David T. Mehte (New York: Quorum Books, 1991), *Columbia Journal of World Business*, 1992, 26, 77-8.

Carpenter, Gregory S., and Kent Nakamoto (1987), "Market Pioneering, Learning, and Preference," in M. Houston (ed.), *Advances in Consumer Research*, vol. 15, Provo, UT: Association for Consumer Research, 275-279.

Carpenter, Gregory S., and John U. Farley (1985), *Business Strategy and the Life Cycle*. Cambridge: Marketing Science Institute.

#### *Working Papers and Papers Under Review*

Kraus, Paul, Gregory S. Carpenter, and Matteo D'Angelis, "Competitive Differentiation Strategies: Choosing Between Simply Better and Simply Different."

D'Angelis, Matteo, and Gregory S. Carpenter, "Differentiation through Multiple Innovative Features: When are More Features Valued?"

#### *Work in Progress*

*Behavioral Competitive Strategy*.

*Handbook of Marketing Strategy* (with Venkatesh Shankar).

"Competitive Advantage: An Analysis of Strategic Inimitability."

"They Played a Game: Managerial Biases in Competitor Analysis" (with Gary F. Gebhardt and Ann McGill).

#### *Research Presentations*

"Market-Driven Strategy: Creating Competitive Advantage," Marketing Science Institute Immersion Conference, Boston, 2009.

"Competitive Differentiation Strategies: Choosing Between Simply Better and Simply Different," Libera Università Internazionale degli Studi Sociali, Rome, 2009.

"Competitive Advantage: A Behavioral Agenda," UCLA Anderson School, 2008; Libera Università Internazionale degli Studi Sociali, Rome, 2008.

"Creating a Market Orientation: Lessons from Elitist Revolutions," Marketing Science Institute/McKinsey/Kellogg CMO Summit, Evanston, 2007.

"Reflections," American Marketing Association Doctoral Consortium, University of Maryland, 2006.

"Creating a Market Orientation: Lessons from Elitist Revolutions," Marketing Science Institute Trustees Meeting, Chicago, November 2005.

- “Competitive Differentiation Strategies: Making Differences Valuable,” Marketing Science Conference, Wiesbaden, July 2001.
- “They Played a Game: Managerial Biases in Competitor Analysis,” Marketing Science Institute Conference on Competitive Responsiveness, Cambridge, May 2001.
- “Why Are Irrelevant Attributes Relevant? A Strategic Inference Model,” University of Chicago Marketing Workshop, 1998; London Business School, 1998; INSEAD Marketing Camp, 1999.
- “Market Driving Strategies: Toward a New Concept of Competitive Advantage,” Marketing Science Institute/*Journal of Marketing* Conference on Fundamental Issues and Directions in Marketing, Cambridge, 1998.
- “Competitive Differentiation Strategies: A Market-Driving Perspective,” INFORMS Marketing Science Conference, Fontainebleau, 1998.
- “Brand Differentiation: A Market-Driving Perspective,” Marketing Science Institute Conference on Leveraging and Growing Mature Brands and Services, Chicago, 1997.
- “Pioneering Disadvantage,” 1997 Midwest Marketing Camp, Iowa City.
- “Perception Asymmetry and Competitive Advantage,” 1997 INFORMS Conference, Dallas.
- “Alliances with Opportunism: Sustainable Distribution Partnerships Through Credible Threats and Credible Commitments,” 1995 INFORMS Marketing Science Conference, Gainesville, Florida.
- “Consumer Learning and Competitive Advantage,” 1991 AMA Doctoral Consortium, University of Southern California; Marketing Science Institute, 1994; Henley Management College, 1995; Duke University, 1995; 1996 AMA Doctoral Consortium, University of Colorado.
- “Market Driving Strategies: On the Foundations of Competitive Advantage,” 1994 Marketing Science Conference, Tucson.
- “Pioneering Disadvantage: Consumer Response to Differentiated Entry and Defensive Imitation,” 1993 Association of Consumer Research Conference, Nashville; 1993 ORSA/TIMS Conference, Phoenix; University of Florida, 1995.
- “Dominant Brand Advantage: An Empirical Analysis of Strategic Inimitability,” 1991 Association for Consumer Research Meeting, Chicago; 1993 Marketing Science Conference, St. Louis.
- “Competitive Late Mover Strategies: Beyond Classical Models of Consumer and Managerial Decision Making,” 1992 ORSA/TIMS Conference, San Francisco.
- “Meaningful Brands from Meaningless Differentiation: The Dependence on Irrelevant Attributes,” 1989 Marketing Science Conference, Durham; 1992 Marketing Science Conference, London, University of Michigan, Phelps’s Lecture, 1993, UCLA Marketing Workshop, 1994.

- “Pursuing Competitive Advantage: From Industry Structure to Consumer Decision Making,” 1989 AMA Educators’ Conference, Chicago.
- “Convergent Thoughts from Divergent Coauthors: The Road Less Traveled,” 1989 AMA Doctoral Consortium, Harvard University.
- “Product-Line Competition Between a Pioneer and Later Entrant,” 1988 ORSA/TIMS Marketing Science Conference, Seattle; 1988 ORSA/TIMS Conference, Denver, 1991 Marketing Science Conference.
- “Understanding the Equity Effects of Pioneering Brands,” Marketing Science Institute, Trustees Meeting Miniconference on Brand Equity, Boston, 1988.
- “Competitive Strategies for Late Entry into a Market with a Dominant Brand,” 1987 ORSA/TIMS Conference, St. Louis; New York University; TIMS Conference on the State of the Art in Strategy Research. University of Pennsylvania; University of California, Berkeley; Northwestern University.
- “Market Pioneering and Competitive Positioning Strategy,” INSEAD Conference on Marketing Telecommunications Services, Fountainebleau, 1987.
- “Market Pioneering, Learning, and Preference,” 1987 Association of Consumer Research Meetings, Boston.
- “Consumer Preference Formation and Pioneering Advantage,” 1986 ORSA/TIMS Marketing Science Conference, Dallas; Dartmouth College, Columbia/NYU/Yale Marketing Workshop, Stanford University, University of Chicago, Cornell University, University of Pennsylvania, and Harvard University.
- “Market Expansion, Cannibalization, and International Airline Pricing,” 1985 and 1986 ORSA/TIMS Conferences.
- “Perceptual Position and Competitive Brand Strategy in a Two-Dimensional, Two-Brand Market,” 1985 AMA Winter Educators’ Conference, Phoenix; 1985 ORSA/TIMS Marketing Science Conference, Nashville; 1985 ORSA/TIMS Conference, Atlanta; Duke University, and University of Arizona.
- “Strategy Models,” 1985 AMA Doctoral Consortium, Duke University.
- “Modeling Asymmetric Competition,” 1984 ORSA/TIMS Conference, Dallas; and Columbia University, 1984.
- “Modeling Competitive Marketing Strategies: The Impact of Marketing-Mix Relationships and Industry Structure,” 1984 ORSA/TIMS Marketing Science Conference, Chicago; and the 1984 AMA Marketing Educators’ Conference.
- “A Model of Marketing Mix, Brand Switching, and Competition,” 4th ORSA/TIMS Market Measurement Conference, Philadelphia.

## PROFESSIONAL SERVICE AND TEACHING

### *Boards*

Member, Advisory Board, Luiss Business School, Rome, Italy, 2009-present  
Academic Trustee, Marketing Science Institute, Cambridge, Massachusetts, 2004-present  
Member, Advisory Board, Terlato Wine Group, Lake Bluff, Illinois, 2004-2007  
Member, Advisory Board, Hamilton Consultants, Cambridge, Massachusetts, 2001-2005

### *Editorial Service*

Guest Associate Editor, *Management Science*, 2010  
Editor Selection Committee, *Journal of Marketing*, 2004  
Editorial Board Member of the *Journal of Marketing* (2002-2005), *Journal of Marketing Research* (1991-2003), *Marketing Science* (1990-1997), and *Marketing Letters* (1989-2001)  
Associate Editor, *Location Science* (1995-2000)  
Ad hoc reviewer for *Journal of Marketing*, *Journal of Marketing Research*, *Marketing Science*, *Management Science*, *Journal of Consumer Research*, *Journal of Economics and Management Strategy*, *Journal of Management Studies*, *Columbia Journal of World Business*, *International Journal of Research in Marketing*, *Sloan Management Review*, American Marketing Association, Marketing Science Institute, National Science Foundation, *Journal of Business*, *Omega*, *Journal of Consumer Psychology*

### *Invited Seminars*

University of California, Los Angeles, 2008, 1994  
Ohio Wesleyan University, Milligan Lecture, 2008  
Liberà Università Internazionale degli Studi Sociali, 2008  
INSEAD, 1999  
London Business School, 1998  
University of Chicago, 1988, 1998  
Henley Management College, 1995  
University of Florida, 1995  
University of Wisconsin—Madison, 1994  
University of Michigan, Phelps Lecture, 1993  
Northwestern University, 1989  
University of California, Berkeley, 1989  
Harvard University, 1989  
New York University, 1989  
University of Pennsylvania, 1988, 1989  
Cornell University, 1988  
University of Arizona, 1988  
Stanford University, 1987  
Duke University, 1987, 1995  
Columbia University, 1984, 1993

### *Grants*

Various small grants from the UCLA Center for Managerial Economics and Public Policy, Columbia Strategy Research Center, and Columbia Institute for Marketing Studies. Marketing Science Institute, \$5,000, with Kent Nakamoto; \$2,500, with Gary Gebhardt.

### *Administrative Service*

Kellogg Dean's Transition Team, 2010-present  
Strategic Planning Committee, Northwestern, Co-chair, Areas of Distinction, 2010-present  
Program Review Committee, Northwestern, 2009-present  
Kellogg Dean Search Committee, Northwestern, 2009-2010  
Chairman, Department of Marketing, Kellogg, 2006-2009  
Founder and Director of the Center for Market Leadership, Kellogg, since 2004  
Kellogg Student Affairs and Activities Committee,, 2005-2006  
Kellogg Curriculum Committee,, 2004-2006  
Kellogg Conflict of Interest and Commitment Committee,, 2004-2006  
External Assessor, Appointments Committee, London Business School, 2004, 2008  
Kellogg Dean Search Committee, Northwestern, 2000-2001  
Kellogg Personnel Committee, 2000-2002, 1990-1991 (observer)  
Max McGaw Chair Search Committee, Kellogg, 2000-2001  
Kellogg Marketing Recruiting Committee,, 2000-2001, (co-coordinator) 1997, 1998, (co-ordinator) 1994  
Kellogg Marketing Conference Coordinator, 1996, 1998  
University Senate, Columbia, 1989  
Virany Prize Committee, Columbia, 1988-1989  
Marketing Workshop Coordinator, Columbia, 1987-1989  
Marketing Search Committee, Columbia, 1986-1989  
Marketing Recruiting Coordinator, Columbia, 1986  
Leonhard Professor Search Committee, UCLA, 1984-1985  
Legislative Assembly, UCLA, 1984-1985  
Doctoral Board, UCLA, 1983-1985  
MBA Task Force, UCLA, 1983-1985

### *Conference Organization*

Conference Organizer, Marketing Science Institute/Kellogg Conference on Realizing Profitable Growth, May 2010; Marketing Science Institute/McKinsey/Kellogg Chief Marketing Officers' Summit, 2007  
Advisory Board Member, *Journal of Marketing*/Marketing Science Institute Conference on Measuring Marketing Productivity  
Advisory Board Member, *Journal of Marketing Research*/Marketing Science Institute Conference on Academic-Practitioner Collaboration  
Advisory Board Member, *Journal of Consumer Psychology*/Marketing Science Institute Conference on Product Assortment  
American Marketing Association Educators' Conference, Marketing Strategy Track Chair, 1994

American Marketing Association Educators' Conference, session chair, 1989  
Marketing Science Conference, session chair, 1987, 1994  
ORSA/TIMS College of Marketing, session chair, 1985-1989, 1992

*Courses Taught*

Masters: Marketing management, marketing planning, marketing strategy, advanced marketing practicum  
Doctoral: Marketing strategy

*Doctoral Committees*

Ashlee Humphries, Ph. D. (marketing), Northwestern University, 2008  
Ryan Hamilton, Ph. D. (marketing), Northwestern University, 2008  
Ming Piao, Ph.D. (management of organizations), Northwestern University, 2007  
Jeffrey D. Shullman, Ph. D. (marketing), Northwestern University, 2006  
Alice Wang, Ph. D. (marketing), Northwestern University, 2005  
Gary F. Gebhardt, Co-chair, Ph. D. (marketing), Northwestern University, 2004  
Michaela Draganska, Ph. D. (marketing), Northwestern University, 2001  
Paul Kraus, Ph. D. (marketing), Chair, Northwestern University, 2000  
James Thompson, Ph. D. (marketing), Northwestern University, 1998  
Monish Kacker, Ph. D. (marketing), Northwestern University, 1997  
Suzanne Walchli, Ph. D. (marketing), Northwestern University, 1996  
Amy Ostrom, Ph. D. (marketing), Northwestern University, 1996  
Eyal Moaz, Ph. D. (marketing), Northwestern University, 1995  
Gerri Henderson, Ph. D. (marketing), Northwestern University, 1995  
Pablo Azar, Ph. D. (marketing), Northwestern University, 1994  
Venkatesh Shankar, Co-chair, Ph. D. (marketing), Northwestern University, 1994  
Dong Hoon Kim, Ph. D. (business), Columbia University, 1989  
Fernando Nascimento, Ph. D. (business), Columbia University, 1987  
Jan Ouren, Ph. D. (public health), University of California, Los Angeles, 1983