



BABSON COLLEGE MARKETING NEWSLETTER

WINTER 2017 - 2018

FACULTY SPOTLIGHT

RESEARCH RECAP

CHAIR'S MESSAGE

Dr. Victoria Crittenden

It is that time of the year when faculty members stop and assess individual productivity for the past 12 months. While everyone has good years and better years, it is fair to say that our division, overall, has been in the midst of several wonderful years of success. The true evidence of this success is depicted in the college's AACSB report, where our division's faculty members are 100% academically qualified. While not unheard of, neither is it necessarily the norm. Every single faculty member in the division has contributed to our success. You can read about Dhruv Grewal and Ken Matsuno in this newsletter, but there is not space to document all of the individual successes. Thus, I will just mention a few, briefly, here. Lauren Beitelspacher received the college's undergraduate teaching award in September of 2017, and her success in teaching, research, and service was acknowledged by the college when she was granted promotion to Associate Professor with tenure. One of Sandy Bravo's student teams worked with BabsonARTS to increase attendance at performances, and Abdul Ali will co-edit a special issue of the *Journal of Macromarketing* in conjunction with his leadership role in the AMA Marketing and Entrepreneurship Special Interest Group. Again, just a few examples of the greatness in the Marketing Division at Babson College.



Dr. Dhruv Grewal

Dr. Dhruv Grewal, the Toyota Chair in Commerce and Electronic Business and a Professor of Marketing at Babson

College, was named the 2017 Robert B. Clarke Outstanding Educator. When asked about the award, Dr. Grewal says it will motivate him to conduct more research to help prepare students and businesses to be successful in changing times as the marketing field is dynamically changing with a growing focus on insight and customer engagement. Contrary to the immortal words of Robert Frost, Dr. Grewal tries to ensure that his students take both the road well-traveled and road not so well traveled. In exposing his students to alternative paths (substantive areas and learning methods ranging from projects, cases, and simulations), he is provided with an opportunity to make a difference in their lives. Presenting new ideas to his students and having them see the relevance of the material is the most rewarding aspect of teaching for Dr. Grewal. His goal is to help his students become aware of the myriad of possibilities.



Dr. Kenichi Matsuno

Dr. Matsuno recently co-authored "Mediating Roles of Capabilities between R&D -- Marketing Integration

and Business Performance." This paper investigates the performance impact of R&D --marketing and technical capabilities at the organization level in the Japanese context. Specifically, this work explores the mediating role of the two capabilities, while accounting for potential moderating effects and under the contingency of technological turbulence. The results show that marketing capability - by itself and also coupled with technical capability - mediates the relationship between R&D - marketing integration and business performance, while technical capability alone does not. This study provides empirical evidence for a new theoretical link through which R&D - marketing integration impacts business performance at the program level. Dr. Matsuno was inspired to write this article due to his great interest in the way marketing strategies are formulated and executed in the organization.

ALUMNI SPOTLIGHT: Brittany Lo

Brittany Lo, Babson alumni of 2014, is the founder and CEO of Beautini by B.Lo. She has always had a passion for beauty at a young age, so she decided to attend Babson College to expand her knowledge and entrepreneurial skills for her startup business. During her four years at Babson, she was able to widen her perspective on beauty, fashion and marketing. With the experiences she was able to accumulate at school and study-abroad, she successfully obtained an internship and ultimately a full-time offer at L'Oreal. However, she decided to focus on expanding and growing her business, Beautini, which is a business that creates a unique experience offering makeovers to women.

Q: Why did you pick Marketing?

A: I chose marketing because I gravitated towards the idea of using psychology and marketing to create a service and product that satisfies customers' needs.

Q: How did Babson prepare you for the "real world?"

A: For me, Babson College was my best decision in life so far. In every class I took, Babson provided a lot of real world scenarios and curriculum, which were very different from other business schools. Furthermore, many of my employers were able to notice that difference during my interviews and internships days.

Q: Did you face any hardships in the marketing field?

A: I have noticed that getting an internship before junior year is difficult. However, Babson gives each student a huge opportunity to

network with your peers, alumni and professors, and so for me, I was able to obtain an internship before junior year.

Q: How do you think the value of marketing has evolved throughout the years?

A: With the immense growth of social media, ad and marketing agencies have not been doing so well, since using social media to market your product or service is a lot cheaper. Therefore, a lot of companies look for potential interns or employees who are exceptionally knowledgeable with social media.

Q: What was the transition like from being in the marketing field to becoming a CEO of Beautini?

A: When I received the full-time offer from L'Oreal, I knew that I just had to focus on my strength, marketing, to build L'Oreal's product and brand image. However, when creating your own business, you need to tie in other aspects, such as accounting, finance, and HR. In addition, I had to keep in mind that I did not have the same budget as L'Oreal, so I had to be creative with budgeting for Beautini.

Q: What type of marketing students is your company looking for?

A: Whenever I am looking for interns or employees, I look for students who have a strong work ethic and willingness to take initiatives on new ideas, not wait to be told to do something, have a clear understanding of social media and leverage what they know and apply it to the job. Essentially, I do not want a lazy student trying to take the easy way out.

Q: Where do you see yourself and your business in 10 years?

A: In ten years, I would want Beautini to be seen as a lifestyle brand, not just beauty. Right now, we are seen as a beauty service for brides, but I would want Beautini to compete in a bigger women-moments -- girls night out

RECENT PUBLICATIONS

Ali, A., Mancha, R., Pachamanova, D.A. (2017). Correcting Analytics Maturity Myopia. *Business Horizons*.

Archer-Brown, C., Kampani, J., Marder, B., Bal, A., Kietzmann, J. (2017). Conditions in Prerelease Movie Trailers For Stimulating Positive Word of Mouth. *Journal of Advertising Research*.

Crittenden, A., Crittenden, V.L., Crittenden, W. (2017). Industry Transformation via Channel Disruption. *Journal of Marketing Channels*.

Hill, K.M., Blanch-Hartigan, D. (2017). Gender and Apologies in Clinical Interactions. *Patient Education and Counseling*.

Dhebar, A. (2017). Skimp on Maintenance Today; Pay the Piper Tomorrow. *Industrial Management*.

Isenberg, D., Onyemah, V. (2017). Midsize Cities are Entrepreneurship's Real Test. *Harvard Business Review*.

Ottley, G., Hanna, R. (2017). Do Consumers Know Enough To Assess The True Value Of Art? A Study Of Beliefs and Attitudes Toward the NEA. *Journal of Public Affairs*.

Grewal, D., Roggeveen, A.L., Sisodia, R.S., Nordfält, J. (2017). Enhancing Customer Engagement Through Consciousness. *Journal of Retailing*.