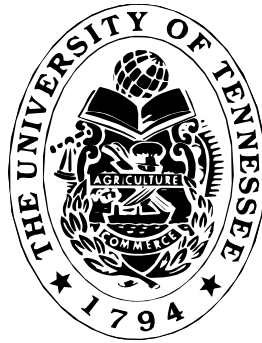


**MARCEL M. ZONDAG**  
**DOCTORAL CANDIDATE**



**DEPARTMENT OF MARKETING AND LOGISTICS**  
**UNIVERSITY OF TENNESSEE**

**VITA**

## *Marcellis M. Zondag*

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### EDUCATION

- Ph.D. (in progress)*** UNIVERSITY OF TENNESSEE, Knoxville, TN, U.S.A.  
Doctor of Philosophy: Business Administration  
Emphasis: Marketing  
Secondary Area: Management  
Expected Date of Completion: May 2012
- M.B.A.** UNIVERSITY OF TENNESSEE, Knoxville, TN, U.S.A.  
Aerospace Executive M.B.A.  
December 2006
- Doctoraal Rechten  
(J.D.)** ERASMUS UNIVERSITY, Rotterdam, The Netherlands  
Corporate Law  
Distinctions: Transnational Commercial Law, International  
Contract Law, English Contract Law, U.S. Law of contracts &  
Obligations, Japanese Contract Law  
August 1989

### ACADEMIC EXPERIENCE

- Graduate Assistant/Research Assistant** August 2008 – present  
The University of Tennessee, Knoxville, TN.

### RESEARCH ACTIVITIES

#### DISSERTATION

- Title:** **At the Frontline of Shopper Marketing: A Multi-Method Study of Shopper Marketing Execution at Store Level and its Effect on Customer Lifetime Value**
- Description:** This dissertation research consists of three related studies in the field of shopper marketing, an integrated marketing strategy increasingly used in

the retail channel for consumer packaged goods, the context of this research.

The main characteristic of shopper marketing is close collaboration between the retail channel partners with the objective to engage customers and potential customers prior to, during, and after shopping trips. The goal is to create a mindset and physical in-store environment that facilitates the shopper's purchasing decision.

The in-store manifestations of shopper marketing represent the culmination of the channel partners' joint efforts and are crucial to the success of shopper marketing as a newly minted marketing strategy. In-store shopper marketing may well take the form of traditional product and sales promotions, but they are fundamentally different: First, these initiatives are mainly based on shopper insights. Second, they are often customized for different stores. Third, the initiatives are highly dependent on cross-organizational execution. Notwithstanding the inherent strategic change, empirical studies show that the execution of shopper marketing events in retail stores remains at a low 40% to 60% of what retailers and manufacturers agreed to prior.

Studies 1 and 2 of this dissertation are micro-level studies of the interactions between consumer goods sales representatives and store managers. The role of interpersonal relationships in the establishment and maintenance of interfirm relationships is widely recognized in extant sales and relationship management literature. However, there is relatively little theoretical development or empirical research at the micro-level of analysis, particularly not through the collection and analysis of dyadic data collected from actors charged with the implementation of new marketing strategy.

Study 1 is an exploratory, grounded theory-based investigation of the social and business processes that comprise the in-store execution of shopper marketing initiatives. Study 2 is a survey-based explanatory study that investigates to what extent the degree of fit between the individual actors' intrinsic motivation and relationship commitment is a predictor for relationship performance, in case of this study; the level of execution of the in-store components of a shopper marketing initiative. Study 3 uses the results of studies 1 and 2 and the 600-store sample base to develop an econometric model, based on store-level individual shoppers' customer lifetime values, to determine the economic impact the focal frontline relationships have on the dyad partners.

**Committee:** Dr. Daniel J. Flint (chair), Dr. Mark A. Moon, Dr. Matthew B. Myers, Dr. Robert W. Mee

**Status:** Proposal defense: July 25, 2011. Final defense expected May 2012.

**Funding:** This dissertation research is fully funded by a member firm of the University of Tennessee's Shopper Marketing Forum.

## **RESEARCH PHILOSOPHY & PROGRAM**

My research focus is mostly on business-to-business marketing phenomena; specifically the intricate relationship structures that comprise (global) demand channels. The influence of environmental and relational factors on interfirm relationships, strategy development, and firm performance is the recurring theme of the projects that I am working on and plan to work on in the future.

My interest in Shopper Marketing as a research context is driven by the fact that it presents a highly dynamic setting in which many different market forces converge. The field is also still in its early stages of theoretical development and offers fertile ground for future research in many different directions in addition to the shopper behavior focus prevalent in shopper marketing literature today. Because of my industry background, I also have a strong interest in the global aerospace industry as a research context. I have maintained industry contacts for the purpose of future research into the marketing and operational issues surrounding the globalization of the aerospace supply chain.

I have a programmatic research agenda with the objective to develop similarly-themed research strands in the areas of sales management and personal selling, sales and marketing strategy implementation, pricing, international business alliances, and quantitative research methodologies.

I maintain an integrative and interdisciplinary approach to my research through the use of both qualitative and quantitative methodologies to study B2B and B2C relationships and by following a decidedly multi-level approach to data collection, analysis, and modeling, applying theoretical frameworks and epistemologies from the (social-) psychology, marketing, and management fields. In short, I am of the opinion that research questions will drive methodology.

Finally, I feel strongly that marketing research, irrespective of the research methodology employed, needs to achieve the highest standards of rigor *and* be relevant to marketing practitioners and society at large.

## **PUBLICATIONS**

### **Conference Proceedings – refereed**

Smith A., Stiefel D., Madden, T., Ray, J., Smith, A.R., **Zondag M.** *A Sensemaking Model of Leadership and long-term firm survival: Evidence from the Baby Bells, 1984-2008.* Academy of Management Annual Meeting, August 6-10, 2010: Montreal, Canada

**Marcel Zondag**, Matthew Myers, Mee-Shew Cheung *An Empirical Study of the Fit Between Knowledge Sharing Routines of International Supply Chain Partners and*

*Relational Performance*. Academy of International Business Annual Meeting, June 25-29, 2010: Rio de Janeiro, Brazil.

**Marcel Zondag**, *The Human Factor: An Exploratory Examination of the Influence of Foreign Subsidiaries' Buyer Behavior on Strategic Supply Chain Initiatives*. Academy of International Business Annual Meeting, June 27-30, 2009: San Diego, CA.

### **Conference Presentation**

**Marcel Zondag** *The Use of Customer Lifetime Value Models in Sales & Marketing Management*. Decision Sciences Institute Annual Conference, November 20-23, 2010: San Diego, CA.

### **Book Chapter**

Myers, M.B. and **Zondag M.M.** (2010), *International Pricing Objectives and Strategies*, Wiley International Encyclopedia of Marketing, Jagdish Sheth and Naresh Malhotra (eds.).

### **Non-Refereed Journals**

**Marcel Zondag** (2010), "Shopper Marketing is a Supply Chain Partner's next Marketing Frontier," *Industry Week*, Published January 18, 2010, available at [http://www.industryweek.com/articles/shopper\\_marketing\\_is\\_a\\_supply\\_chain\\_partners\\_next\\_marketing\\_frontier\\_20781.aspx](http://www.industryweek.com/articles/shopper_marketing_is_a_supply_chain_partners_next_marketing_frontier_20781.aspx)

## **RESEARCH & MANUSCRIPTS IN PROGRESS**

Sujan M. Dan, **Marcel M. Zondag** and Matthew B. Myers *Why Do High-Tech Alliances Fail?* Manuscript drafted, currently in revision stage. *Targeting: Journal of Management* for submission fall 2011.

**Marcel Zondag**, Matthew Myers, Mee-Shew Cheung, *The effects of knowledge Sharing on Relational Performance*. Manuscript drafted, currently in revision stage. *Targeting: Journal of International Marketing* for submission fall 2011.

**Marcel Zondag** and Daniel J. Flint, *The Importance of In-Store Contact Personnel to Shopper Marketing*. Data collection and analysis stage.

**Marcel M. Zondag**, "Dimension Specific Strategic Reference Points and Risk Propensity in Strategic Choice Behavior. Data analysis and writing stage. *Targeting: Sloan Management Review*: Submission Date Target Spring 2012.

## OTHER CONFERENCE PRESENTATIONS & WORKSHOPS

Discussion Leader for break-out sessions with groups of 20+ groups of C-suite executives for the University of Tennessee Sales Planning and Forecasting and Shopper Marketing Forums, 2009, 2010, 2011.

**Supply Chain Integration in the Airline Industry**, 5<sup>th</sup> Materials Management Conference; Association of Asia Pacific Airlines, May 6-7 2009: Ho Chi Minh City, Vietnam

## TEACHING ACTIVITIES

### TEACHING PHILOSOPHY

As a teacher, I integrate business experience with theory and present the class this combined content in the context of the (global) business reality that marketers, and business executive face on a daily basis. This highlights the relevance of the material, the applicability of theory to 'real-life' situations, and adds dimensionality and vibrancy to my students' learning experience.

First, I maintain an open and welcoming learning environment in and outside of the classroom. I do so first and foremost by being genuinely interested in, *and* committed to my students' education and learning. I am always available for my students to help them with understanding the course materials, assignments, and other academic interests, before and after class sessions, during office hours, or by appointment.

Second, I appreciate the fact that each student has a unique learning style. Personal availability is one of the methods by which I strive to support each student's development towards becoming a critical thinker, capable of developing and articulating own thoughts and opinions about the course content well beyond mere regurgitation of 'textbook knowledge.' Another way is the use of multi-media teaching technology, group discussions, interactive learning techniques, and the use of team-based class activities as much as possible.

Third, each of my class sessions is designed to engage students and to assure them that they personally stand to benefit from actively participating, from studying the materials, and by completing the assignments. Every student in my class is regularly reminded that their opinion and thoughts are always relevant, never unwelcome, and can always be openly and freely shared with the class.

Fourth, I continuously assess the learning of my students by using short quizzes, assignments, and tests throughout the semester. Students appreciate multiple opportunities to work on their grade and it allows me to assess the students' progress and make changes as needed.

Fifth, there is no place for single-minded, dogmatic, intolerant, and a-social rhetoric or behavior in my classroom. There are different ways to look at a problem, there are not many absolute rights or wrongs in business and every answer or opinion that is reasoned and well argued is viable.

Sixth, my ultimate goal is to contribute to the education of well rounded, agile, and versatile businessmen and businesswomen by developing the students' theoretical knowledge as well as the ability to recognize, understand, and react to the many different situations they will encounter in their professional life.

Finally, although my students learn from me, I will always be open to the opportunity to learn from my students.

## **TEACHING EXPERIENCE**

### **The University of Tennessee, Knoxville, TN**

- **Introduction to Marketing** for non-marketing majors (M300)
  - Summer 2011 – Primary Instructor
  - Student Rating: not available yet
- **Marketing Principals** for undergraduate business majors (BA332) – 500 students section
  - Spring 2009, Fall 2008 – Teaching Assistant
- **Marketing Principals** for undergraduate business majors (BA332) - Back-up Instructor
  - Spring 2011; Fall 2010, Spring 2010, Fall 2009 – Back-up Instructor
- **Global Marketing Strategy** capstone course for undergraduate marketing majors (M460)
  - Spring 2011; Spring 2010; Summer 2010 – Primary Instructor
  - Student rating of instructor: 4.74 out of 5 (average)
- **Global Supply Chain Management** (IB439)
  - Fall 2010 – Primary instructor second half of semester
  - Student rating of instructor: 4.15 out of 5
- **Integrated Business Process Management** (BA353) – “Marketplace” business simulation for one full semester
  - Spring 2011; Fall 2010; Spring 2010; Fall 2009; Spring 2009 – Business Coach
  - Student Rating of instructor: 4.8 out of 5 (average)
- **Marketing Principals** for undergraduate business Majors (BA 332)
  - Summer 2009 – Primary Instructor
  - Student rating of instructor: 4.42 out of 5
- **Aerospace EMBA** – class sessions on integrated supply chain management and demand-supply integration (2010, 2009)

## **SERVICE & PROFESSIONAL ACTIVITIES**

### **Memberships in Professional Organizations**

- Member, American Marketing Association, 2008-Present
- Member, Academy of International Business, 2009-Present
- Member, Academy of Management, 2009-Present

### **Ad-Hoc Reviewer**

- 2011 Academy of Marketing Science Annual Conference—Industrial Marketing & Supply Chain Track
- 2010 Academy of International Business – Innovation and Knowledge Management Track
- 2009 Academy of International Business - Supply Chain Management Track

Assistant to the Track Chair

- 2011 Academy of Marketing Science Annual Conference

Awards and Honors

- 2011 American Marketing Association Sheth Foundation Doctoral Consortium Fellow
- 2011 Dissertation scholarship University of Tennessee College of Business Administration (\$3,600)

**PROFESSIONAL EXPERIENCE**

- 2002-2006                      SARGENT AEROSPACE & DEFENSE, Tucson, AZ.  
*Vice President Business Development*  
Member of the executive committee of Fortune-500 subsidiary aerospace group, headquartered in Tucson, AZ with 9 locations in the US, Canada, Mexico, and India. Responsible for the global marketing & sales function. Member of the executive merger and acquisitions team.
- 1997-2002                      SARGENT AEROSPACE & DEFENSE, Tucson, AZ.  
*Director of Contracts & Legal*  
Member of the executive staff, responsible for legal compliance, export compliance, litigation management, and contract management functions. Member of the executive merger and acquisitions team.
- 1996-1997                      FLIGHTWAYS MANUFACTURING, Los Angeles, CA.  
*Director International Sales*  
Export Sales Manager for manufacturer of aircraft interior components.
- 1992-1996                      BELGRAVER AIRCRAFT INTERIORS, Amsterdam, The Netherlands  
*Sales Director*  
Responsible for export sales management for aircraft interior manufacturing company with locations in The Netherlands, Dubai, and Indonesia.
- 1989-1992                      KVT INTERNATIONAL, Tilburg, The Netherlands and Atlanta, GA.  
*Sales Manager*  
Responsible for sales of aircraft carpeting to global airline customers and aircraft maintenance providers. Regional sales manager for North America high-end design carpets and fabrics division located in Atlanta, GA.

Updated June 20, 2011

**LANGUAGES**

Dutch  
French  
German