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**Universidad Torcuato Di Tella**  
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2011 PhD Degree University of Leicester UK

### **UNIVERSITY APPOINTMENTS**

**UNIVERSIDAD TORCUATO DI TELLA**, Business School, Buenos Aires, Argentina

1994-current: Associate Professor

2008-current: Member of the Business School Academic Board (Consejo de Profesores)

2009-current: Member of the Library Committee (Comisión de Biblioteca)

2010-current: Founder and Director of the Inclusive Business Think Tank (Espacio de Negocios Inclusivos ENI-Di Tella)

2010-current; Member of the MBA Advisory Board

**UNIVERSITA' DI TORINO**, Business School, Torino, Italy

1993-1994: Associate Marketing Professor

**SDA BOCCONI**, Business School, Milan, Italy

1987-1994: Senior Lecturer in Marketing

### **COURSES**

- In Di Tella
  - Negocios con Impacto Social (MBA & undergrad)
  - Negocios Inclusivos (Executive Education)
  - Estrategias Comerciales para Mercados Emergentes (MBA)
  - Marketing Avanzado (MBA)
  - Diverse Executive Education Programs
  - Proyectos de Marketing – undergrad
  - Tópicos Emergentes de Marketing - undergrad
- Internationally
  - Doing Business in Argentina
  - Argentine Consumer Behavior - Goizueta Business School Emory University
  - Argentine Consumer Behavior - HEC Montreal
  - IBUS 3201 International Marketing - George Washington University
  - International MBA, Commercial Strategies for Emerging Markets,
  - Quality Management, Università degli Studi di Napoli Federico II, Napoli, Italy

### **AFFILIATIONS AND SERVICES**

#### ***ORGANIZATIONS (Advisory Board)***

- Member of Board of Ph.D. Thesis examination for the IMS Unison University, India (as from 2021).
- Scientific Committee for The European Association for Research on Services (as from 2017)
- International Society for Marketing Development (ISMD) (as from 2015)
- International Advisory Board, Academy of Indian Marketing (AIM) (as from 2010)
- American Marketing Science (AMS), member of the Blue Ribbon Commission (2003-2004)

## ***EDITORIAL (Chronological)***

- **Associate Editor**
  - Marketing Theory (2011-2014)
  - Emerald Emerging Markets Case Studies (2010-2012)
  
- **Guest Editor**
  - Journal of Service Theory and Practice, Special Issue 5<sup>th</sup> Naples Forum (2018)
  - Journal of Business and Industrial Marketing, Special Issue Relationship Marketing Summit (2009)
  - Journal of Business Market Management, Special Issue Relationship Marketing Summit (2009)
  
- **Regional Editor**
  - for South America, Journal of Business and Industrial Marketing (2006-2015)
  - for Latina America, AMS-Review (2004-2008)
  
- **Editorial Advisory Board and/or Scientific Board**
  - Systems Management Book Series, Giappichelli-Routledge Publishing House (as from 2017)
  - Russian Management Journal (as from 2016)
  - Journal of Business and Industrial Marketing (as from 2016)
  - Marketing Intelligence and Planning (as from 2014)
  - Marketing Theory (as from 2014)
  - Scientific Committee, Mercati & Competitivit  (as from 2013)
  - Journal of Business Market Management (as from 2011)
  - Journal of Business and Industrial Marketing (as from 2006)
  
- **Editorial Review Board**
  - AMS Review (as from 2019)
  - Impresa, Ambiente e Management (as from 2011)
  - International Journal of Online Marketing (as from 2010)
  - Journal of Global Marketing (as from 2004)
  - International Journal of Internet Marketing and Advertising (as from 2002)
  - Journal of Relationship Marketing (as from 2001)
  - Journal of International Marketing (as from 2000)
  - Journal of Business in Developing Nations (as from 1998)
  - Journal of Marketing (2000-2006)
  
- **Manuscript Review Board**
  - European Journal of Marketing (as from 2011)
  - Journal of the Academy of Marketing Science (as from 2009)
  - Journal of Macro-marketing (as from 2008)

## ***CONFERENCE ORGANIZATION***

- **Conference/Workshop Chair**
  - Conference Co-chairs (Erika Salvat and Carlos Rodriguez), Strategic Management In Latin America Conference (SMLA), Buenos Aires, Argentina, 11<sup>th</sup> -12<sup>th</sup> December, 2022
  - Topic Chair, 45<sup>th</sup> MarcoMarketing conference, Bogota, Colombia, 7-10 July, 2020 (postponed COVID19)
  - Regional Chair for Latin America, AIM Conference, Bangalore, India July 2012
  - Conference co-chair, 37<sup>th</sup> Annual Macromarketing Conference, Berlin, Germany, June 13 – June 16, 2012
  - Workshop Co-chair, CoopLink Workshop: Service Science Principal Scientific Domains and Major Priorities, Buenos Aires, 18<sup>th</sup> -20<sup>th</sup> April, 2011
  - Conference co-chair, 9<sup>th</sup> International Relationship Marketing Conference, Berlin, Germany, September 30 - October 2, 2009
  - Conference chair, The Relationships Marketing Summit, joint event of the Relationship Marketing AMA SIG and the International Colloquium in Relationship Marketing (ICRM), Buenos Aires, December 13-15 2007

- Conference co-chair, The International Marketing Educators Conference, American Marketing Association, Buenos Aires, June 28<sup>th</sup> – July 1<sup>st</sup>, 2000
- Regional Chair, Emerging Markets in the New World Order –The Paradigm Shift, New Delhi, India, December, 2010
- **Advisory Board**
  - Advisory Board of the Naples Forum on Service, Capri (as from 2009)
  - Advisory Board of the International Colloquium in Relationship Marketing. 2010-2015
- **PhD Student Mentor**
  - Senior Mentor for PhD students, at the 10<sup>th</sup> AIM-AMA Sheth Foundation Doctoral Consortium, India, 18<sup>th</sup> – 23<sup>th</sup> June 2022, Virtual
  - Senior Mentor for PhD students, at the 9<sup>th</sup> AIM-AMA Sheth Foundation Doctoral Consortium, India, 25<sup>th</sup> – 30<sup>th</sup> June 2021, Virtual
  - Senior Mentor for PhD doctoral workshop 5<sup>th</sup> Naples Forum, Sorrento, 6 June, 2017
  - Senior Mentor for PhD students, in Emerging Markets in the New World Order, New Delhi, India, December, 2010
- **Track Chair**
  - Relationship Marketing track co-chair, AMS World Marketing Congress, Atlanta, USA, September 2012
  - Relationship Marketing track co-chair, AMS World Marketing Congress, Oslo, Norway, July 2009
  - International Marketing track co-chair, 34<sup>th</sup> EMAC Conference, Milan, Italy, May 2005
  - Relationship Marketing track co-chair, 33<sup>rd</sup> EMAC Conference, Murcia, Spain, May 2004
  - Relationship Marketing track co-chair, AMS Conference, Perth, Australia, June 2003
  - Latin American Issues track co-chair, AMS Conference, Valencia, Spain, June 2002
- **Session chair**
  - Session chair, 5<sup>th</sup> Naples Forum, Sorrento, 6 June, 2017
  - Session Chair, 43<sup>rd</sup> EMAC, Valencia, Spain, 3-6 June, 2014
  - Session Chair, Naples Forum on Service, Capri, 2011
  - Session Chair, Emerging Markets in the New World Order, New Delhi, India, 2010
  - Session-chair, Naples Forum on Services, Capri, Italy 2009
  - Session-chair, IV Annual Conference LSS, Honolulu, USA 2008
  - Session-chair, 11<sup>th</sup> ICRM Conference, Cheltenham, England 2003
  - Session-chair, IMP Conference, Dublin, Ireland 1999
  - Session-chair, AMS Conference, Norfolk, USA 1998
- **Reviewer**
  - Reviewer, 6th Naples Forum, Ischia, 6-7 June, 2019
  - Reviewer, World Marketing Congress, Porto, June 27-30, 2018
  - Reviewer, 5<sup>th</sup> Naples Forum, Sorrento, 6-9 June, 2017
  - Reviewer, Reser Conference, Naples, 8-10 September, 2016
  - Reviewer, 44<sup>th</sup> EMAC, Leuven, Belgium, 26-29 May, 2015
  - Reviewer, Naples Forum, Naples, 9-12 June, 2015
  - Reviewer, 43<sup>rd</sup> EMAC, Valencia, Spain, 3-6 June, 2014
  - Reviewer, Naples Forum on Service, Ischia, 18-21 June, 2013
  - Reviewer, 42<sup>nd</sup> EMAC, Istanbul, Turkey, 4-7 June, 2013
  - Reviewer, American Marketing Association Summer Marketing Educators' Conference, Chicago, USA, 2012
  - Reviewer, 41<sup>st</sup> EMAC, Lisbon, Portugal, 2012
  - Reviewer, Naples Forum on Service, Capri, 2011
  - Reviewer, 40<sup>th</sup> EMAC, Ljubljana, Slovenia, 2011
  - Reviewer, 18<sup>th</sup> ICRM Conference, Henley, England, 2010
  - Reviewer, 39<sup>th</sup> EMAC, Copenhagen, Denmark, 2010
  - Reviewer, IAM conference, Buenos Aires, Argentina, 2009
  - Reviewer, 38<sup>th</sup> EMAC, Nates, France, 2009
  - Reviewer, UK Academy of Marketing Conference, Nottingham, UK, 2006
  - Reviewer, 35<sup>th</sup> EMAC, Athens, Greece, 2006

- Reviewer, 11<sup>th</sup> ICRM Conference, Cheltenham, England, 2003
- Reviewer, 32<sup>nd</sup> EMAC Conference, Glasgow, Scotland, 2003
- Reviewer, AIB Conference, San Juan, Puerto Rico, 2002
- Reviewer, 31<sup>st</sup> EMAC Conference, Braga, Portugal, 2002
- Reviewer, Summer AMA Conference, Washington, USA, 2001
- Reviewer, BALAS Conference, Caracas, Venezuela, 2000
- Reviewer, 7<sup>th</sup> ISMD Conference, Accra, Ghana, 2000
- Reviewer, IMP Conference, Dublin, Ireland, 1999
- Reviewer, AMS Conference, Norfolk, USA, 1998

### **BOOK REVIEWER**

- Reviewer for the chapter “A Qualitative Study on the Survival Strategies of Retailers in BoP Markets”, in *Bottom of Pyramid Marketing: Making, Shaping and Developing BOP Markets*, Ramendra Singh (ed), Emerald, (2018)
- Reviewer for the chapter, “Engagement Research and Middle Range Theories”, Elina Jaakkola, Jodie Conduit, Julia Fehrer *The SAGE Handbook of Service-Dominant Logic*, Lusch R.F., Vargo S.L. and Koskela-Huotari K. (eds), SAGE, (2018)
- Editorial Board for the “Handbook of Marketing Theory” SAGE, 2008
- Book Proposal Reviewer, “Critical Marketing: Defining the Field”, Butterworth-Heinemann, 2005
- Book Proposal Reviewer, “The Tribal Marketing Handbook”, Butterworth-Heinemann, 2005
- Reviewer, Anderson J. and Narus, J., “Business Markets: Understanding what Customers Value”, Prentice Hall, 1999

### **EXTERNAL PHD EXAMINER**

- 2021, Smaldone Francesco Dissertation: Big Data Management, University of Salerno, Italy.
- 2020, Rajeev Kamineni, Dissertation: Entrepreneurial Motivation, Failure and Resilience of Movie Producers in Producing Movies, University of Adelaide, Australia
- 2017, Sara Lindeman, Dissertation: Early phase market organizing in subsistence settings, Hanken School of Economics, Finland
- 2017, Mariarosaria Coppola, Dissertation: A discursive view of value: The dieselgate Case, Università Degli Studi Di Napoli Federico II, Italy

### **INSTITUTIONAL SERVICES – UNIVERSIDAD TORCUATO DI TELLA**

- Director of ENI, Espacio Negocios Inclusivos a research center on Inclusive Business (as from 2010)
- Member of the Undergraduate Program Study Council (as from 2005)
- Member of the Library Committee (Comisión de Biblioteca) (as from 2009)
- Member of the MBA Advisory Board (as from 2010)
- Member of the Advisory Board to the President of the University (2001-2002)

### **HONORS AND GRANTS**

- 2023 Guest Speaker “Equipos Sustentables” Asociación Argentina de Marcas y Franquicias (AMFF), 8 November, Buenos Aires, Argentina
- 2023 Panel member “JUNTOS, Compras con Propósito” UCES Emprende, 17 October, Buenos Aires, Argentina
- 2023 Guest Speaker “Repensando la Compras Inclusivas” Banco Supervielle, 9 October, Buenos Aires, Argentina
- 2023 Guest Speaker “Articulación para la inclusión social: compras con propósito social e inclusión financiera” ACDE -Joven 19 Septiembre, Buenos Aires, Argentina (virtual).
- 2023 Keynote speaker at 13<sup>a</sup> Conferencia Internacional de Responsabilidad Social y Sustentabilidad “ConFIARSE: Cambio de Época: Paradigmas y Desafíos para la Contribución al Desarrollo Sostenible”, 6-13 September, Buenos Aires, Argentina (virtual)
- 2023 Keynote speaker: Emerging Markets and Low Resource Beneficiaries, 8th Naples Forum on Service, Ravello, 6-9 June
- 2023 Keynote speaker: B2B markets in emerging economies, CBIM Conference on Business and Industrial Marketing, Graz-Germany, June 12-13, 2023, Virtual
- 2022 Keynote speaker at 9<sup>th</sup> Strategic Management Latina American Conference (SMLA), 12-13 December, Buenos Aires, Argentina
- 2022 Podcast Sustentabilidad -Accenture

- 2022 Guest Speaker " Negocios que cuidan la persona y el planeta", in Líderes empresarios para una nueva humanidad (ACDE), 9th September, Buenos Aires, Argentina.
- 2022 Pannel Member on "Negocios inclusivos con representantes de empresas y especialistas nacionales e internacionales en el tema" at Winay, 8th of September, Centro Cultural Córdoba, Córdoba, Argentina
- 2022- current, Member of the Board of YES (Youth Employment and Social Entrepreneurship)
- 2021- current, Member of the Board of Fibron (social business)
- 2021 Pannel member at 1<sup>er</sup> Congreso de Compras Sustentables, panel Desafío y oportunidades para la compra privada, 3<sup>rd</sup> December, Buenos Aires, Argentina (virtual)
- 2021 Keynote speaker at MoveRSE, Compras con Propósito, 21<sup>st</sup> October, Rosario, Argentina (virtual)
- 2021 Keynote speaker at Simposio AAQCT-INTI, 7<sup>th</sup> October, Buenos Aires, Argentina (virtual)
- 2021 Keynote speaker at 11<sup>a</sup> Conferencia Internacional de Responsabilidad Social y Sustentabilidad "ConfiARSE", 8<sup>th</sup> September, Buenos Aires, Argentina (virtual)
- 2021 Keynote speaker at AVINA LatinAmerica meeting 3<sup>rd</sup> September, LATAM (virtual)
- 2021 Keynote speaker at the opening of the Master of Science in Business Administration of INN, 23<sup>rd</sup> August, Norway (virtual)
- 2021 Keynote speaker at LN+ Sustentabilidad, Los desafíos de la Sustentabilidad, 13<sup>th</sup> July, Buenos Aires, Argentina,
- 2021 Member of Board of Ph.D. Examiners Thesis of the IMS Unison University of Uttarakhand, India
- 2020 Member of the Board of Director of the NAB of the Impact Investment Group Argentina
- 2020 Scientific Board of the University of Salerno Ph.D. program
- 2019 Guest Speaker en Sistema B, April 29, Buenos Aires
- 2019 Key Note Speaker en Sustainable Brands, 26-27 Agosto, Montevideo, Uruguay
- 2018 Jurado del XIV Premio CCI Franco-Argentina a la Sustentabilidad (RSE/Gestión Sustentable) de la Cámara de Comercio e Industria Franco-Argentina, 18 September, Buenos Aires, Argentina.
- 2018 Knowledge Partners of the W20 International Dialogue on Financial Inclusion.
- 2018 Member of the Board of the Argentina Impact Investment Group.
- 2018 Guest article, "My Academic Role Model, AMA SERVSIG, <http://www.servsig.org/wordpress/category/my-role-model>
- 2017 Winner of the Evert Gummesson Outstanding Research Award, established by the Naples Forum on Service.
- 2017 Jurado del III Premio Latinoamericano Transformadores impulsado por RedEAmérica, categoría Negocios y Comunidades Sostenibles.
- 2016-current Member of the Consejo de Administración de la Fundación YPF
- 2016 Moderator seminar El Futuro del Trabajo: modalidades y espacios", Universidad Torcuato Di Tella, 31st March.
- 2016 Jury III Premio Latinoamericano de Comunidades Sustentables, RedEAmérica.
- 2016 Emerald Literati Network Awards for Excellence, Highly Commended Paper in the 2016 "Business model innovation: learning from a high-tech-low-fee medical healthcare model for the BOP" published in *International Journal of Pharmaceutical and Healthcare Marketing* 2015 Vol 9 3 E
- 2015 Scientific Committees of the University of Salerno Summer School
- 2015 Scientific Board of the Management Book Series, Springer Eds
- 2014 PhD in Management's board of professors and researchers, joint program by the University of Naples "Federico II" University of Naples "Parthenope" and the Second University of Naples
- 2013 Concurso de Fondos para la Innovación Pedagógica, \$2.500
- 2012 Best MBA professor (2<sup>nd</sup> place)
- 2012 "Market Plasticity", Best Contribution Potential Award, 3rd Forum on Markets and Marketing, Auckland December 10<sup>th</sup>-12<sup>th</sup>
- 2012 Ranked as one of the best professors within the 15 most important Business Schools in Latin America by. América Economía Intelligence Unit.
- 2012 Projects for: Sony, P&G, Quilmes, Soz, F5, Phillips, Telefonica (\$22.000)
- 2012 Sheth Foundation Grant, U\$ 2500
- 2011 Judge for Premio Negocios Sociales, AMCHAM
- 2011 Funding ENI: U\$D10.000 Avina, U\$D10.000 IBM
- 2011 Projects for: Direct TV, Barbie, Telefonica (\$10.500)
- 2009/2011 The Emerging Perspectives of Service Science for Management and Marketing Studies. Joint research with the Mid Sweden University (Sweden) and Università degli Studi di Cassino (Italy). Cooperazione Interuniversitaria

Internazionale (A.F. 2008). Bando del Ministero dell'Istruzione, dell'Università e della Ricerca (MIUR). Direzione Generale per l'Università – Ufficio IV. Protocollo n. 1324.(Euros 66.000)

- 2010 Research project: “Rethinking Strategies for the Underserved in the Emerging Economies: In search for an elusive pattern”, Highly Commended Award winner of the 2010 Emerald/CLADEA Latin American Management Research Fund Award
- 2010: Extension Project PICTO CRUP # 2-31361; (\$ 41.583) Topic:“*Como abastecer la base de la pirámide? Una propuesta desde el Marketing. Aplicación al caso Argentino*” [How to serve the BOP, an Argentine case study].
- 2010 Projects for: Telefonica, Microsoft, Teleperformance, J&J, Mercado Libre, YELL, Lenor, ESAB-Conarco, Medix, Fundacion Flexer, Intergest, Grupo E, Climarisk, ESET, Van de Heider (\$ 35.000).
- 2009 Projects for: Microsoft, Bibliografika, Yell Argentina, Three Melons, AFS, ESAB, Wingum, P&G, Lenovo, Dridco-Demotors, Telefonica TV, Telefonica Blindaje, Schneider Electric, Globant, Gambrinus (\$23.500)
- 2008 Member of the jury of the Mercurio Award
- 2008 Projects for: Telefonica, Discovery, TuBlip, Microsoft, IPlan, de Remate, Plus Video, Bibliografika, Yell, La Caja, Met Life, Finca Pilar, L’Oreal. (\$ 25.600)
- 2008-2009: Project PICTO CRUP # 2-31361; (\$ 76.532) Topic:“*Como abastecer la base de la pirámide? Una propuesta desde el Marketing. Aplicación al caso Argentino*” [How to serve the BOP, an Argentine case study].
- 2007 Projects for: 3M, Climarisk SA, Discovery, Ledesma, Los Robles, Procter & Gamble, Royal Class, Tensocable, Microsoft Argentina, Iplan, Maxima AFJP (HSBC), Covergencia Latina, Prima Internacional (Ubbi), Yell Argentina, Telefonica de Argentina, L’Oreal (\$ 15.750).
- 2006 Member of the jury of the Mercurio Award
- 2006 Projects for: *Telinver, Swiss Medical, Iplan, Maxima AFJP, Microsoft Argentina, Procter & Gamble, Zurich Argentina, Unilever de Argentina, New Arrecife (Reef), Imagen Satelital (FTV), Nokia Argentina, Bio Science* (\$11.850).
- Great Women of the 21<sup>st</sup> Century
- ABI (American Biographical Institute), ‘Woman of the Year 2002, 2005, 2006’, ‘American Medal of Honor 2002’
- International Who’s Who of Professionals
- International Who’s Who of Professional & Business Women 2002, 2003, 2004, 2005, 2006, 2008, 2009,2010, 2011.
- 1999-2000: ISBM Research Grant (US\$ 8.600). Topic: Designing Marketing Channels for Business Products in Emerging Markets: A Comparison of Practices in Argentina and the United States
- 1998: Roche Research Grant (US\$15.000). Topic: Aircraft Passengers’ Feelings towards Flying

## **RESEARCH PROJECTS**

(in SDA Bocconi, Italy, 1987-1994, and in Universidad Torcuato Di Tella, Argentina, as from 1994)

- 2018- on going **Market Shaping**. Digitalization, globalization, environmental awareness and the search for social inclusion and poverty alleviation make the operating environments inherently systemic, complex, and volatile. Hence, research on shaping strategies, i.e., agentic efforts to influence how the operating environment evolves, explore a set of questions by a cross-fertilization of literatures, namely: (1) what is being shaped, (2) why are shaping strategies pursued, (3) when is shaping done, (4) who is the shaper, (5) how is the shaping done, and (6) what are its consequences. From the Inclusive Business Think Tank (ENI Di Tella) we are conducting an accion research project: JUNTOS. Associated publications are:
  - "Emergent Understandings of the Market" co-author Mele, C and Spano,M., Italian Journal of Marketing, 1, 1-25, 2023
  - Democratizing the access to formal markets: Challenges for informal sellers”, chapter 3 in *Marketing to the Poor*, (eds) Wani, T. A. and Singh, R. Routledge (Taylor and Francis Group), 46-68, 2022
  - “Informal Sellers and Formal Markets: A Habitus Gap”, co-authors Araujo, L and Kidd, T. *Journal of Business and Industrial Markets*, 37(6), 1269-1280, 2022
  - "Shaping Service Ecosystems: exploring the Dark Side of agency" co-authors, Nenonen, S., Kaartemo, V., Mele, C., Storbacka, K., Wernicje, C., and Nariswari, A., *Journal of Service Management*, 29 (4), 521-545, 2018.
- 2012-on going **Defining markets**. Several researchers have pointed out that for marketing to develop as a discipline as well as to contribute to solving complex business and societal challenges, it should question the traditional neo-classical view of markets and develop a new theory of markets (Buzzell 1999, Venkatesh et al. 2006, Vargo & Lusch 2008, Ellis et al. 2010). This research stream generated a seminal article:

- “A Holistic Market Conceptualization”, by Mele, C., Pels, J., and Storbacka, K., *Journal of the Academy of Marketing Science* Volume 43, Issue 1, January, pp. 100-114, 2015.
- A series of paper and chapters were written following this publication
- “Resourcing, Sensemaking, and Legitimizing: Blockchain Technology-enhanced Market Practices” co-authors Mele, C and Russo-Spena, T. *Journal of Business and Industrial Marketing*, Volume 38, No. 9, pp. 1806-1821, 2023
  - “From market driving to market shaping: impact of a language shift” co-author Mele, C and Spano, M. *Journal of Business and Industrial Marketing*, Volume 38 (1), 155-169, 2022
  - “Is Service Management experiencing a Change of Era?” co-author Mele, C. in *Handbook of Service Management* (eds) Edvardsson, B. and Stronvoll, B., Palgrave, 71-84, 2022
  - “Change of Era or Era of Change? in The Impact of the COVID-19 on *International Business: Change of Era*, (eds) Marinov, M. and Marinova, S., Routledge, 19-26, 2021
  - “Developing Midrange Theory for Emerging Markets: a service-dominant logic perspective”, co-author Mele, C., Chapter 35 in *Sage Handbook on Service-Dominant Logic*, (eds) Vargo, S.L. and Lusch, R.F., Sage, 599-618, 2018
  - “A New Perspective on Market Dynamics: Market Plasticity and the Stability-Fluidity Dialectics”, co-authors Suvi Nenonen, Hans Kjellberg, Lilliemay Cheung, Sara Linderman, Critina Mele, Laszlo Sajtos, Kaj Storbacka, *Marketing Theory*, Vol 14, No.3, September, 2014.
- 2008- on going **Inclusive Business**. Prahalad (2005) calls our attention to the BOP as potential market. An inclusive business is a sustainable business that benefits lower-income communities. Inclusive business is not corporate philanthropy, which has inherent limitations of scope and budget. Rather, it is the search for viable (sustainable) business models that "do well by doing good", and have the potential to become part of the mainstream business model. Large corporations traditionally target consumers in the middle and high-income segments of society, and buy from established suppliers and service providers from the formal economy. Inclusive businesses find profitable ways to engage low-income communities through: directly employing low-income people, as suppliers of goods and services, or by providing affordable goods and services targeted at low-income communities. The current study generated a series of publications:
    - “A value-based wellbeing framework”, co-authors Mele, C., Russo-Spena, T., Tregua, M. *Journal of Macromarketing* vol 43(1), 85-97, 2023
    - “Antifragility Strategies: The Arbusta case in COVID 19 Argentina”, co-author Kharoubi Echenique, L., in *Community, the Economy, and the COVID-19 Pandemic: Lessons Learned in Community and Market Development* (eds) Shultz, C., Sirgy, J. and Rahtz, D., Springer Publishing, 2022
    - “Serving the Invisible Poor: Segmenting the Market”, co-author Sheth, J., *Journal Global Marketing*, vol 43 (4), 270-281, 2021
    - “Social business innovation: A fresh conceptualisation of collective practices”, co-authors Mele, C., Russo-Spena, T., Tregua, M., *Social Business*, 2020 10(1), 5-34.
    - “Designing Solutions for the low-income consumer markets: Four schools of thought”, co-author Sheth J.N., chapter 5 in *Bottom of the Pyramid Marketing: Making, Shaping and Developing BOP Markets*, (ed) Singh, R., Emerald, 2018.
    - “Developing Midrange Theory for Emerging Markets: a service-dominant logic perspective”, co-author Mele C., Chapter 35 in *The SAGE Handbook of Service-Dominant Logic*, Lusch R.F., Vargo S.L. and Koskela-Huotari K. (eds), SAGE, 599-618, 2018
    - “Business Models to Serve Low Income Consumers in Emerging Markets”, co-author Sheth, J.N., *Marketing Theory*, Volume 17 Issue 3, pp. 373-391, 2017
    - “Market resource gaps: Identifying resources to co-create solutions that facilitate consumption”, co-author Lisa Abendroth, *Marketing Theory*, 17 issue: 3, pp.: 357-371, 2017
    - “The role of shared intentions in the emergence of service ecosystems”, co-authors Taillard Marie, Peters Linda and Mele Cristina, *Journal of Business Research*, Volume 69 Issue 8, 2972-2980, 2016
    - “VSA and SDL Contribution to Strategic Thinking in Emerging Economies”, co-author Sergio Barile, Maria Luisa Saviano, Francesco Polese, *Managing Service Quality*, Vol. 24, No. 6, pp. 565-591 2014
    - “Characterizing Emerging Markets”, co-author Kidd, T., *Organizations and Markets in Emerging Economies*, Vol. 3, No. 2 (6), p. 8-22, 2012
    - “The Service Dominant Logic: A Conceptual Foundation to Address the Underserved”, *International Journal of Rural Management*, special issue on "Rural Marketing: Marketing to Rural, Poor, or Disadvantaged Consumers", Sage publications, Vol 8, No 1,2, p.61-83, 2012

- 2019-2021 **Impact Measurement and Management (IMM)**. The Inclusive Business Think Tank of the University Di Tella (ENI-Di Tella), Duke University, in collaboration with the United Nations Development Programme (UNDP) and the Impact Management Project (IMP), are working to launch an effort in 2019 to produce a global online training series on impact measurement and management (IMM) as it relates to achieving the Sustainable Development Goals (SDGs) through impact investment.
  - Coursera course Impact Measurement and Management for the SDGs <https://www.coursera.org/learn/impact-for-sdgs>
- 1998-2015: **Understanding Contemporary Marketing Practice in BRIC countries**. This project aims at replicating the CMP study in Emerging Markets. The CMP study is a cross-country study of contemporary marketing practices and managerial perceptions about marketing, in a context that integrates both traditional and relational views of marketing (<http://cmp.auckland.ac.nz/>). The most prominent CMP article, Coviello et al (2002) “How Firms Relate to Their Markets: An Empirical Examination of Contemporary Marketing Practices” *Journal of Marketing*, was international in its nature but did not contemplate Emerging Markets (EM) in its sample. Previous CMP studies in EM and preliminary and partial data analysis suggest that Contemporary Marketing Practices in EM share some communality with Developed Markets but also have marketing practices that are specific to EM cultural, economic, legal, political environment. Associated publications are:
  - “Contemporary Marketing Practices in Latina America: The cases of Argentina and Brazil”, co-authors Gabriel Levri, Tomas Kidd, *Russian Management Journal*, Volume 13 (1), pp. 27-42, 2015
  - Do we Really Understand Business Marketing? Getting Beyond RM and BM Matrimony, co-authors Möller, K.E. and Saren, M., *Journal of Business and Industrial Marketing*, Vol. 24, N. 5/6, 2009
  - Business-To-Business Marketing Practices in Emerging Economies: West Africa and Argentina Benchmarked with The United States, co-authors Dadzie, K. And Johnston, W; *Journal of Business and Industrial Marketing*, Vol 23., p. 115-123 2008, 2009 Highly Commended Award
- 2009-2012 **The Emerging Perspectives for Management and Marketing Studies**. Joint research with the Mid Sweden University (Sweden) and Università degli Studi di Cassino (Italy). The scientific goal of the project is to root “Service Science” in the three/four University units and to create a leading group of scholars that foster service science studies internationally, contributing to international debate and guiding its development. A specific international publication (in the form of a book edited by the 3 units) will follow the final workshop, and several papers and contributes will be written along all the research period.
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- 1999-2000: **Designing Marketing Channels for Business Products in Emerging Markets: A Comparison of Practices in Argentina and the United States**. Sponsored by the ISBM
- 1987-1995: **IMP.2 International Research on Industrial Marketing and Purchasing**.
- 1990-1992: **Structure of the Market Research Industry in Italy**
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- **Cases in Books**
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### **REFEREED CONFERENCE PROCEEDINGS and WORKING PAPERS**

- **Guest Speaker and Visiting Lecturer**

- Keynote speaker: Emerging Markets and Low Resource Beneficiaries, 8th Naples Forum on Service, Ravello, 6-9 June, 2023
- Keynote speaker: B2B markets in emerging economies, CBIM 2023 Conference on Business and Industrial Marketing, Graz-Germany, June 12-13, 2023, Virtual
- Keynote speaker: Change of Era /Era of Changes, SMLA, Argentina, 12-13 December, 2022
- Special Session Panel: Marketing Strategies for Financial Inclusion, XLVI ANPAD Annual Meeting, Brazil, 21<sup>st</sup> - 23<sup>rd</sup> September, 2022, Virtual
- Speaker: Change of Era /Era of Changes, 10<sup>th</sup> AIM-AMA Sheth Foundation Doctoral Consortium, India, 18<sup>th</sup> – 23<sup>th</sup> June 2022, Virtual
- Panel member: Closing Session, 6<sup>th</sup> -9<sup>th</sup> September, Naples Forum, 2021 Capri, Italy
- Keynote speaker: Naples Forum in the context of a Change of Era, 6<sup>th</sup> -9<sup>th</sup> September, Naples Forum, 2021 Capri, Italy
- Panel member: The COVID-19 Pandemic and Social Conflict: Perspectives from the Americas, 12-16<sup>th</sup> July, Macro-Marketing Conference, 2021 Virtual
- Panel member: Beyond B2B/B2C distinctions: alternative approaches to understanding markets”, 9<sup>th</sup> AIM-AMA Conference, India, 25<sup>th</sup> -30<sup>th</sup> June 2021, Virtual.
- Keynote speaker, Webinar Innovazione e Sostenibilità, University of Salerno, 21 December, 2020
- Panel Argentine NAB, Virtual GSG Leadership Meeting, Toronto-virtual, 18-19 May, 2020
- Panel Member: “S-D Logic 2025: Exploring the Critical Role of Midrange Theory”, 5<sup>th</sup> Naples Forum on Service, Sorrento, 6-9 June, 2017
- Panel member: “¿Cómo profundizar el impacto social de las empresas?, 1er Foro Regional de RSE y desarrollo Sostenible, 1 de noviembre 2016, Mar del Plata, Argentina.
- Guest speaker: Nuevos Enfoques: los Negocios Inclusivos, plenary, 1er Foro Regional de RSE y desarrollo Sostenible, 1 de noviembre 2016, Mar del Plata, Argentina.
- Guest speaker: Redes de Redes: La co-creación de valor como eje de la competitividad, CIPPEC, Usina Ciudad Inteligente, 4 de noviembre 2016, Buenos Aires, Argentina.
- Guest Speaker: How do service ecosystems emerge, contributions from sociology’s study on social emergence, Naples Forum on Service, Naples 9-12 June, 2015
- Guest Speaker: Exploring Philosophical Foundations for Research and their Implications on Service Research, Naples Forum on Service, Naples 9-12 June, 2015
- Guest Speaker: *Marketing to Low Income Consumers in Emerging Markets*, invited seminar, Karlstad University, Karlstad, Sweden, 19<sup>th</sup> June, 2014
- Guest Speaker: *Marketing to Low Income Consumers in Emerging Markets*, Political, economic and social models, PhD Consortium Service Innovation and its effects for New Business Models in the emerging economies, Pärnu, Estonia, 9 -11 June, 2014
- Guest Speaker: *Marketing to Low Income Consumers in Emerging Markets*, invited seminar, Carlos III de Madrid, Madrid, Spain, 29<sup>th</sup> May, 2014
- Guest Speaker: *Marketing to Low Income Consumers in Emerging Markets*, PhD Consortium on Marketing and Communication, University of Salerno, Italy, Salerno, Italy, 19<sup>th</sup> May, 2014.
- Guest Speaker: *Evolution... Towards a Systemic Resource-Integration*, Naples Forum on Service, Ischia, Italy, 18-21 June, 2013
- Guest Speaker: *Characteristics of the Emerging Markets and Business Strategies*, pre-conference on Emerging Markets, AMA Marketing Educator’s conference, Chicago, USA, 17<sup>th</sup> -19<sup>th</sup> August, 2012
- Guest Speaker: *The Service Dominant Logic: The Elusive Strategy for the Underserved in the Emerging Economies*, Naples Forum on Service, Capri, 14<sup>th</sup>-17<sup>th</sup> June 2011
- Guest Speaker: *Managerial Dominant Logic: BOP1 vs BOP2*, The 2009 Naples Forum on Services, Capri, Italy, June 16-19, 2009
- Visiting Lecturer: *The middle class consumer in Latin-America* Instituto Latino Americano de Marketing, Plataforma Tecnológica de Itaipu e Polo Iguazu, Foz do Iguazu, Brazil 2008

- Discussant, *The Global Service Revolution*, by Richard Alm of the Dallar Federal Reserve Bank, IV Annual Conference LSS, Honolulu, USA 2008
  - Guest speaker: *Value Co-Creation*, SD Logic Doctoral Colloquium, Honolulu, USA 2008
  - Key Note Speaker: *The middle class consumer in Latin-America* Escuela Brasileña De Marketing Y Ventas Marcos Cobra / UNICENP, Curitiba, Brazil 2007
  - Visiting Lecturer for Strategic Marketing Management in Master of Science in International Marketing, Strathclyde, UK 2003
  - Guest Speaker: *Where is Relationship Marketing Headed?* Relationship Marketing Colloquium, Montreal, Canada, September 23-24, 2001
  - Guest Speaker: *IMP and the New Millenium: New Problems*, IMP-OZ, University New South Wales, Sydney, Australia, February 25-26, 2001
  - Guest Speaker: *Building Research Centers and Gaining Corporate Support*, Business Marketing Faculty Consortium, Evanston, USA 2000
  - Panel Member: *Marketing Relationships across the Globe*, The International Marketing Educators Conference, American Marketing Association, Buenos Aires, Argentina 2000
- **Refereed Conference Proceedings**
    - *Constitution of Service Systems, Institutions and Economic Development*, 8<sup>th</sup> Naples Forum on Service, Ravello, 6-9 June, 2023
    - *Absence as an Enabler of Market-Shaping Visions* co-author Nenonen, S. and Peters, L., 8<sup>th</sup> Naples Forum on Service, Ravello, 6-9 June, 2023
    - *From Markets towards Sustainable Markets and Service Ecosystems*, co-author Helkkula, A and Arnould, E., 8th Forum on Markets and Marketing (FMM 2022), Helsinki 12-15th June, 2022
    - *The day after: from chaos to abduction in service ecosystem phase transitions*, co-authors Polese, F and Sarno, D., 8th Forum on Markets and Marketing (FMM 2022), Helsinki 12-15th June, 2022
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    - *Challenges informal market sellers encounter in transitioning to formal markets*, co-authors Kidd, T. and Araujo, L. 26th Annual IAJBS World Forum, ITESO Universidad, Guadalajara Mexico, 20-22 July, 2021 / A Virtual Conference
    - *The relationship of Marketing Self-Efficacy to Startup Behavior in Developing Economies*, co-author Lindsay, N., 45th MarcoMarketing conference, Bogota, Colombia, 7-10 July, 2020 (postponed COVID19)
    - *Connecting Subsistence Entrepreneurs with Formal Markets: From Market Access to Service Ecosystem Innovation*, co-authors Nenonen, S., Storbacka, K., Forum on Markets and Marketing, 4th-7th June, Helsinki, Finland, 2020 /A virtual Conference
    - *Blockchain as a multilevel resource and its impact on service ecosystem innovation*, co-authors Russo Spena, T., Mele, C., Forum on Markets and Marketing, 4th-7th June, Helsinki, Finland, 2020 (postponed COVID 19)
    - *Conceptualizing value co-creation to detect emergence and ecosystems (re)formation: a “meta” approach*, co-author Francesco Polese, 6<sup>th</sup> Naples Forum on Service, Ischia, 4-7 June, 2019
    - *Technology for Social Change? A SDL Perspective*, co-authors, Helkkula, A., Russo Spena, T., Mele, C., Arnould, E. and Nariswari, A. 6<sup>th</sup> Naples Forum on Service, Ischia, 4-7 June, 2019
    - *From Market Exclusion to Market Inclusion: The Role of Market Agency and Shared Institutions*, Forum on Markets and Marketing, Tucson, Arizona, USA, December 12th-15th, 2018
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    - *Inclusive Ecosystems*, Biennial Annual International Conference on Markets and Development, Lima, 9-11 August, 2016
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- *Framing innovation through service-dominant logic, practice-based approach and effectual logic*, co-authors Cristina Mele and Tiziana Russo Spena, 4<sup>th</sup> Forum on Markets and Marketing, Karlstad, Sweden, 16-19 June, 2014
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- *Achieving Customer-Centricity by Integrating the 4A's and the Service-Dominant Logic: Benefits for Emerging Markets*, co-author Lisa Abendroth, 43<sup>rd</sup> EMAC, Valencia, Spain, 3-6 June, 2014
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- *Marketizing*, co-authors Cristina Mele, Kaj Storbacka, Naples Forum on Service, Ischia, Italy, 18-21 June, 2013.
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- *Contemporary Marketing Practice in Latina America*, co-authors Gabriel Levrini and Tomas Kidd, B2B International Workshop, 13-16, March, Sao Paulo, Brazil, 2013
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- 2021 Webinar ENI: Cambio de Era: El contexto que encuadra los Negocios Inclusivos, 12th May, Buenos Aires, Argentina (virtual)
- 2020 Webinar ENI: Negocios Inclusivos ante la COVID-19: cuatro emprendedores de impacto se reinventan, 25th May
- 2020 Conversaciones Ditellianas: Marketing y consumo: el efecto catalizador de la pandemia, conjuntamente con Elena Fumagalli, 27th May
- 2018 Panel Member “Inversiones de Triple Impacto”, 10th Dia Emprendedor Porteño, 14 de Noviembre 2018, Predio Dorrego, Buenos Aires, Argentina

- 2018 Panel member “Tecnología y Mujer”, 2do Encuentro de FinTech, 18th October UBA, Buenos Aires, Argentina.
- 2018 Workshop “Rediseñando la creación de valor en los negocios” Sustainable Brands, 25th September, Buenos Aires, Argentina.
- 2018 Guest Speaker: “Desarrollar Negocios Inclusivos en Contextos Vulnerables”, MOVESE, 30 de Agosto, Rosario, Argentina.
- 2018 Guest Speaker: “Inclusive Ecosystems: Aligning the Business World to the Planet”, University Women’s Club, 17th July, Buenos Aires, Argentina.
- 2018 Workshop “Nuevos Negocios”, FEST, 12th June, Buenos Aires, Argentina.
- 2018 Seminar: “Herramientas Administrativas para el Empresario”, módulo virtual, MINKA, 30th May, Jujuy, Argentina
- [“Por qué no todas las Nuevas Economías prosperan. La construcción de acuerdos, factor clave para el éxito de los ecosistemas emergentes”](#), Sustainable Brands Infocus “The good economy”- Buenos Aires, 11 de Julio de 2017
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- “La innovación, una estrategia en los negocios inclusivos”, Sustainable Brands - Buenos Aires, 2 de Septiembre 2015
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- “Lo Social y los Negocios. El desafío de Integrarlos” Buenos Aires, 9th November 2011
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- *Do we really understand business marketing? Getting beyond the RM and BM Matrimony*, Universidad de San Andrés, Buenos Aires, Argentina, Octubre 2009
- *A Configurational Approach to Marketing*, Universidad Torcuato Di Tella, Buenos Aires, Argentina, Noviembre 2009
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### **THESIS-TUTOR**

- MBA (as from 1999)
- UNDERGRADUATE (1997-1998)

### **PRENSA**

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