

DETELINA MARINOVA

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ACADEMIC EXPERIENCE

2007 – present Assistant Professor of Marketing
Robert J. Trulaske, Sr. College of Business
University of Missouri - Columbia

2000 - 2007 Assistant Professor of Marketing
Weatherhead School of Management
Case Western Reserve University

EDUCATION BACKGROUND

1999 Doctor of Philosophy in Marketing
Minor: Econometrics
University of Cincinnati
Cincinnati, OH

1999 Master of Science in Quantitative Analysis
University of Cincinnati
Cincinnati, OH

1991-1995 Bachelor of Arts in Marketing
Bachelor of Science in Chemistry (Summa Cum Laude)
West Virginia Wesleyan College
Buckhannon, WV

HONORS AND AWARDS

2005-2009 National Institute of Health Grant (\$1,300,000) to study adoption of Growth Hormone for idiopathic short stature children; Co-Investigator with L.Cuttler (PI) and J.B. Silvers.

Vita of Detelina Marinova

- 2008-2009 Robert J. Trulaske, Sr. College of Business Large Grant (\$4360) for project “From Micro-Level Process to Macro-Level Outcomes: Market Learning and Sharing in NPD Teams”
- 2005 Weatherhead School of Management research grant (\$5000) for project “Customer Upgrade and Downgrade Decisions in Not for Profit Services” - co-sponsored and financially supported by the Cleveland Zoological Society
- 2004 Nominated for 2004 Teaching Excellence Award (MBA program)
- 2002 Weatherhead School of Management research grant (\$1500) to study the adoption of new industrial products; co-sponsored by Lubrizol.
- 2000-2001 Chandrashekar, Murali, Frederick Russ, Kevin McNeilly, and Detelina Marinova, (2000) “From Uncertain Intentions to Actual Behavior – A Threshold Model of ‘Whether’ and ‘When’ Salespeople Quit,” Journal of Marketing Research, 37 (November), 463-79.
- Junior Faculty Best Paper Award, Weatherhead School of Management, Case Western Reserve University
- 1998 ISBM Business Marketing Fellow
Dissertation Research Support Winner (\$5000 grant)
- 1998 AMA Doctoral Consortium Fellow
- 1998 University of Cincinnati Summer Research Fellowship
- 1997 Haring Symposium Representative, University of Cincinnati
- 1995-1998 University of Cincinnati, College of Business Siddall Scholarship

RESEARCH INTERESTS

- Marketing strategy Market Knowledge Diffusion, Learning in Organizations, Innovation Generation and Performance in Organizations; Assessing returns on marketing strategy and decision-making; Modeling strategic change
- Decision-making Individual, Group, and Managerial Decision-Making; Modeling Judgment Uncertainty
- Research methods Econometric Modeling – Duration Models; Limited Dependent Variables, Finite Mixture Distributions, Time Series-Cross Sectional Models.

TEACHING INTERESTS

Marketing Strategy
Product Management
Marketing Research

RESEARCH PUBLICATIONS

Cuttler, Leona, Detelina Marinova, Mary Beth Mercer, JB. Silvers and Alfred Connors (2009), "Patient, Physician and Consumer Drivers: Referrals for Short Stature and Access to Specialty Drugs," Medical Care, 47 (August) 858-65. (Impact factor: 3.554).

Marinova, Detelina, Jun Ye and Jagdip Singh (2008), "Do Frontline Mechanisms Matter? Impact of Quality and Productivity Orientations on Unit Revenue, Efficiency and Customer Satisfaction," Journal of Marketing 72 (March) 28-45.

* Equal contribution

Ye, Jun, Detelina Marinova and Jagdip Singh (2007), "Strategic Change Implementation and Performance Loss in the Front Lines," Journal of Marketing 71(October) 156-71.

* Equal contribution

Marinova, Detelina (2004), "Actualizing Innovation Effort: The Impact of Market Knowledge Diffusion in a Dynamic System of Competition," Journal of Marketing, 68 (July), 1-20.

- * Lead article in issue
- * Featured in *Marketing News*, August 15th, 2004
- * Featured in *Marketing NPV Journal*, April 2005

Chandrashekar, Murali, Frederick Russ, Kevin McNeilly, and Detelina Marinova (2000), "From Uncertain Intentions to Actual Behavior – A Threshold Model of 'Whether' and 'When' Salespeople Quit," Journal of Marketing Research, 37 (November), 463-79.

* Equal contribution

ARTICLES UNDER REVIEW AND PREPARATION

“Deliberate Learning in the Frontlines of Service Organizations,” with Jun Ye and Jagdip Singh, under review at the Academy of Management Journal.

”Joint Effects of Service Performance and Advertising on Revenue Expansion: The Role of Service Delivery Channel,” with Donald Lund, under revision for submission to Journal of Marketing.

“Persistence of Specialty Drugs Use under New Information” with JB Silvers, Leona Cuttler and Mary Beth Mercer; under review at JAMA (Journal of the American Medical Association).

Marinova, Detelina, “From Dynamic Micro-Level Process to Macro-Level Change: Individual Market Knowledge Evolution and Strategic Reorientation,” working paper targeted to Journal of Marketing Research.

In this paper, I map the process by which individual decision-makers’ market knowledge evolves over time and subsequently shapes a macro-level outcome – organizational strategic reorientation. First, I develop a process-based typology of learning that characterizes decision-makers in terms of inertial tendency in learning, knowledge stability and knowledge connectedness. Second, I investigate the interplay of satisfaction with past performance, market knowledge diagnosticity, and individual proneness to inertia in shaping patterns of learning. Over time, this inertia-driven learning process at the individual level precipitates a parallel inertia-driven process of strategic reorientation at the organizational level. To test the conceptual framework, I employ a longitudinal quasi-field experiment.

Marinova, Detelina and Elina Tang “A Dynamic Model of Market Knowledge Sharing in New Product Development Teams,” second study in progress (Funded by the Robert J. Trulaske Sr. College of Business Large Grant Program)

Despite the recognition that market learning of decision-makers in new product development teams (NPD) takes place in a continuous reshaping of cognitions, no research has attempted to capture, at the individual and team level, the actual dynamic process that underlies market learning over time. In this project, we map the process by which decision-makers’ market knowledge evolves over time and subsequently link it to macro-level outcomes – NPD team and product performance, and strategic re-orientation. First, we develop a process-based typology of learning that enables us to characterize decision-makers in terms of inertial tendency in market learning, knowledge stability and knowledge connectedness. Second, we investigate the interplay of satisfaction with past performance, market knowledge diagnosticity, and individual proneness to inertia in shaping individual and team learning. Over time, this inertia-driven learning process at the individual level precipitates a parallel inertia-driven learning process at the team level and shapes key product and team performance outcomes. To test the proposed conceptual model and hypotheses, we employ two studies: (1) a longitudinal quasi-field experiment based on the Markstrat simulation, and (2) a field study of NPD teams. Study 1 has been completed and data collection for study 2 is currently under way.

Jagdip Singh, Kusari, Sanjukta, Detelina Marinova and Dan Cohen, “Salesperson Effectiveness for Customer Commitment: Complementary or Contradictory Mechanisms of Trust and Control,” under revision for submission to Journal of Marketing.

Past research has established that salesperson’s performance and trustworthiness are distinct determinants of customer commitment in B2B contexts, but studies of their antecedents and differential effects across different customers is lacking. We propose hypotheses for complementary and contradictory mechanisms involving salesperson’s trust and control evaluations on customer’s assessment of salesperson performance and trustworthiness. Building on the proposed mechanisms, we further conceptualize the moderating effect of customer relationship roles (“friend” or “business-partner”). Using dyadic data from salespeople and their customers (N = 210), the proposed model is tested. The results indicate that (1) customer trust is reciprocated more strongly than manager trust, (2) trust and control generally have a negative interactive effect on salesperson trustworthiness implying contradictory mechanisms, (3) the contradictory effect of trust and control is amplified when the relationship with the customer is that of a friend rather than a business-partner, and (4) customer commitment is sensitive to both salesperson trustworthiness and performance for business-partners, but *only* to trustworthiness for friends.

Marinova, Detelina and Jagdip Singh, “To Upgrade, Downgrade or Maintain? A Model of Consumer Decisions in Not-for-Profit Contexts,” manuscript in preparation.

Customer decisions to upgrade or downgrade services provided by an organization are not well understood but are critical for managing profitability. While prior research acknowledges the importance of this issue, no work to date has developed a comprehensive model that: (a) conceptually or empirically captures the process by which customers upgrade and downgrade services, i.e. models the drivers of the decision to upgrade and downgrade contingent on the drivers and decision to renew the service contract, and (b) simultaneously investigates both upgrading and downgrading behaviors. Overall, this research aims to make a contribution to the growing field of customer relationship management by developing a conceptual and empirical model of the process by which customers upgrade and downgrade services and identifying key drivers of different stages in this process which can also be managerially useful. The conceptual model is tested using multiple source data incorporating surveys of customers of a not-for-profit service provider and actual customer behavior resulting in renewing, upgrading or downgrading the service relationship. The results reveal the feasibility and effectiveness of a sequential process of upgrading based on providing value, enhancing customer identity and developing customer trust.

Marinova Detelina, Jagdip Singh, Deepak Sirdeshmukh, “To Trust or Not to Trust: Uncertainty in Consumer Trust Judgments and its Impact on Loyalty,” working paper

This study centers on the nature of uncertainty in consumer trust judgments and the implications it has for shaping consumer loyalty. By bringing together trust theory and research on modeling judgments, we build a conceptual framework that models (a) the factors that contribute to the magnitude and uncertainty of consumer trust judgments in a service provider, (b) the consequences of uncertainty in trust judgments for consumer loyalty, and (c) heterogeneity in consumer sensitivity to uncertainty in trust judgments by identifying segmentation approaches for managing consumer relationships. Using consumer

data originally collected for this study based on 697 contemporaneous real estate transactions, the proposed conceptual framework is empirically tested.

“Consumer Life Transformation and New Product Success” with Marsha Richins.

“Really New Industrial Products: Understanding the Drivers of Adoption Uncertainty in Business-to-Business Markets,” data analysis completed.

CONFERENCE PROCEEDINGS AND PRESENTATIONS

Lund, Donald and Detelina Marinova (2009), “The Financial Consequences of Service Quality and its Impact on Advertising Effectiveness,” *AMA Winter Educators’ Conference*, Tampa, Florida.

Singh, Jagdip, Sanjukta Kusari, Detelina Marinova and Dan Cohen (2009), “Agency and Trust Mechanisms in Sales Management,” in Special Session on “Agency Challenges in Marketing Partnerships: Design, Relationship, and Selection Solutions,” *AMA Winter Educators’ Conference*, Tampa, Florida.

Ye, Jun, Detelina Marinova and Jagdip Singh (2008), “Deliberate Learning in the Frontlines of Service Organizations,” *Academy of Management Conference Proceedings*, Anaheim, California.

* Best Paper Proceedings

Marinova Detelina and Jagdip Singh (2008), “To Upgrade, Downgrade or Maintain? A Model for Consumer Decisions in Not-for Profit Contexts,” *AMA Winter Educators’ Conference*, Austin, Texas.

Ye, Jun, Detelina Marinova and Jagdip Singh (2008), “Change Strategies and Ambiguous Roles: Managing Frontline Performance and Psychological Wellbeing in Fast Moving Service Organizations,” *AMA Winter Educators’ Conference Proceedings*, Austin, Texas.

* Best Overall Conference Paper Award

Kusari, Sanjukta, Jagdip Singh, Dan Cohen and Detelina Marinova (2006), “Salesperson Cognition and Behaviors: The Complementary and Conflicting Roles of Trust and Control,” *AMA Summer Educators’ Conference Proceedings*, Chicago, Illinois.

Sivakumar, Soumya, Jagdip Singh and Detelina Marinova (2005), “Dynamics and Consequences of Compliance, Retention and Profitability for Adverse Customers: A Conceptual Framework,” *14th Annual AMA Frontiers in Services Conference*.

Kusari, Sanjukta, Jagdip Singh, Dan Cohen and Detelina Marinova (2005) "Trust and Control Mechanisms in Organizational Boundary Spanners' Cognitions and Behaviors," *Academy of Management Conference Proceedings*, Honolulu, Hawaii.

* Best Paper Proceedings

Marinova, Detelina, Jagdip Singh and Deepak Sirdeshmukh (2004), "JUMPing through Uncertainty in Consumer Trust Judgments," *Marketing Science Conference*, Erasmus University, Rotterdam, Netherlands.

Marinova, Detelina, Ye Jun and Jagdip Singh (2004), "Balancing Multiple Goals: An Intensity and Divergence Modeling Approach," *American Marketing Association Summer Educators' Conference*, Boston, MA.

Ye, Jun, Jagdip Singh, and Detelina Marinova (2003), "Change Sans Tears: Understanding Change Processes for Frontline Employees in Service Organizations," *Academy of Management Conference Proceedings*, Seattle, WA.

* Fifth Place winner at the Research Showcase, Case Western Reserve University

Rotte, Kristin, Detelina Marinova, and Murali Chandrashekar (2001), "To 'e' or not to 'e': Marketing Actions, Uncertainty Resolution and Adoption of an Innovation in an Electronic Business-to-Business Market," *Marketing Science Conference*, Wiesbaden, Germany.

Marinova, Detelina and Murali Chandrashekar (2000), "Actualizing Innovation and Performance: Uncovering the Effects of Knowledge and Learning in a Dynamic System of Market Evolution," *Marketing Science Conference*, Los Angeles, CA.

Chandrashekar, Murali and Marinova, Detelina (2000), "From Covert Judgment to Overt Responses: The Impact of Uncertain Intentions on the Probability and Timing of Behavior," *Marketing Science Conference*, Los Angeles, CA.

Marinova, Detelina and Murali Chandrashekar (1998), "Between Strategic Intent and Inertia: Tracing Individual Knowledge Structure Evolution in Organizations," *American Marketing Association Winter Educators' Conference*, Austin, TX.

Marinova, Detelina, Murali Chandrashekar, Beth Walker, James Ward and Peter Reingen (1997), "Antecedents and Consequences of Group Processes: Individual Preference Evolution in a Dynamic Group Setting," *Marketing Science Conference*, Berkeley, CA.

Marinova, Detelina (1997), "Selection and Transformation Processes in Knowledge Structure Evolution," *the 27th Annual Haring Symposium*, Indiana University, Bloomington, IN.

OTHER CONFERENCE ACTIVITIES

Special Session Organizer and Chair "Retaining and Upgrading Customers in B-to-B and

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B- to-C Service Relationships,” *2008 AMA Winter Educators’ Conference*, Austin, Texas.

Special Session Chair and Discussant “Fostering Service Relationships,” *2005 AMA Winter Educators’ Conference*, San Antonio, Texas.

Special Session Organizer and Co-Chair, “The Impact of Group Dynamics on Organizational Learning, Conflict Management and Innovation Generation” *AMA Winter Educators’ Conference*, Austin, Texas

TEACHING EXPERIENCE

University of Missouri Robert J. Trulaske College of Business

Undergraduate Courses	Marketing Management Teaching evaluation - latest 2 year average (4.25/ 5 maximum)
MBA Courses	Advanced Marketing Management Teaching evaluation - latest 2 year average (4.15/ 5 maximum)
PhD Courses	Marketing Strategy Teaching evaluation (5.0/ 5 maximum)

Case Western Reserve University Weatherhead School of Management

Undergraduate Courses	Marketing Research (2006) Course/instructor evaluation (4.47/4.71, 5 maximum)
MBA Courses	Product and Brand Management (2000-2006) Course/instructor evaluation – latest 2 year average (4.25, 4.31) Marketing Research for Decision-Making (2002-2006) Course/instructor evaluation – latest 2 year average (4.09, 4.20)
Ph.D. Courses	Marketing Strategy (2005) Course/instructor evaluation (n/a)

University of Cincinnati College of Business Administration

Undergraduate Courses	Business-to-Business Marketing (2 sections, Winter 1998) Products, Information and Supply Management – PRISM (Summer 1997) Analysis and Management of Sales (Summer 1996)
MBA Courses	MarkStrat Coordinator – Marketing Management (2 sections, Winter 1997) MarkStrat Coordinator – Product Management and Development (2 sections, Spring 1997)

DOCTORAL STUDENT ADVISING AND DISSERTATION COMMITTEES

Jun Ye	Dissertation Committee (placement at University of Oregon) Dissertation title “Deliberate Learning in the Frontlines of Service Organizations,” * Winner of 2007 Academy of Marketing Science Mary Kay Dissertation Competition.
Soumya Sivakumar	Dissertation committee (placement at Virginia Commonwealth University) Dissertation title “Customers Behaving Badly: Compliance, Retention and Profitability of Problem Customers and FLE Problem Solving” * Honorable Mention in 2005 MSI Alden G. Clayton Dissertation Proposal Competition
Bige Saatcioglu	Program committee at Case Western University (placement, HEC Paris)
Sanjukta Kusari	Dissertation committee (currently at Vanderbilt University)
Shrihari Sridhar	Dissertation committee (placement at Michigan State University)
Beibei Dong	Dissertation committee (placement at Lehigh University)
Elina Tang	Program committee
Don Lund	Program committee

PROFESSIONAL SERVICE

2003 - present	Ad hoc reviewer: Journal of Marketing, Management Science, Journal of the Academy of Marketing Science, Marketing Letters, AMA John A. Howard Dissertation Competition, AMA Winter Educators’ Conference
2007-2009	PhD Program Committee
2008-2009	MBA Program Committee
2007-2008	Diversity Committee
2004 - 2005	Marketing PhD Program Task Force Committee
2002 - 2003	Faculty Advisor, Marketing Club, Weatherhead School of Management
2001- 2004	Marketing Research Seminar Series coordinator
2001, 2003 - 2005	MAPS Research Seminar Series coordinator
2000- 2004	Recruiting Committee, Marketing Department

PROFESSIONAL AFFILIATIONS

The Institute for Operations Research and Management Sciences (INFORMS)
American Marketing Association
Academy of Management

REFERENCES

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College of Business Administration
University of Cincinnati
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Stanton Cort
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Weatherhead School of Management
Case Western Reserve University
10900 Euclid Ave
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