

Jonathan D Bohlmann

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Academic Positions

Associate Professor of Marketing, Jenkins Graduate School of Management, North Carolina State University. 2008 – present.

Assistant Professor of Marketing, Eli Broad Graduate School of Management, Michigan State University. 2001 – 2008.

Assistant Professor of Marketing, Krannert Graduate School of Management, Purdue University, 1996 – 2001.

Education

Ph.D. (1996) *Massachusetts Institute of Technology, Sloan School of Management*
Dissertation Title: “Disconfirmed Expectations and Group Decision Behavior”
Dissertation Committee: Prof. William Qualls (committee chair, currently at University of Illinois at Urbana-Champaign), Prof. Glen Urban (MIT), and Prof. Moshe Ben-Akiva (MIT).

Major Area: Marketing Minor Area: Microeconomics

M.B.A. (1991) *Texas Christian University, M.J. Neeley School of Business*
Named Outstanding MBA Student Graduate
Major Area: Marketing

M.S.A.A. (1987) *Purdue University, School of Aeronautics*
Major Area: Aeronautics and Astronautics

B.S.A.A.E. (1985) *Purdue University, School of Aeronautics, with Distinction*
Named Outstanding School of Aeronautics Senior Graduate
Major Area: Aeronautical and Astronautical Engineering

Industry Experience

Senior engineer, General Dynamics Corporation, 1987 – 1991. Designed advanced aircraft structures; managed contractual and internal Research and Development projects.

Research Associate, National Aeronautics and Space Administration, 1986 – 1987.
Conducted theoretical and computational research in aerodynamics and structural design.

Research Interests

New Product Innovation Strategies and New Product Development
 Order-of-Entry Strategies and Incumbency
 Group Decision Models and Processes
 Game Theory Applications to Marketing Strategy

Publications and Research

Refereed Journal Publications

T. Qiu, W. Qualls, J. Bohlmann, and D. Rupp (2009), “**The Effect of Interactional Fairness on the Performance of Cross-Functional Product Development Teams: A Multilevel Mediated Model**,” *Journal of Product Innovation Management*, 26 (2), 173-187.

We present empirical results of two studies on cross-functional product development teams. The results indicate that fairness perceptions of team members affect commitment to the team and project. Fairness also positively influences team performance, partially mediated by the commitment levels. Hierarchical linear multilevel modeling techniques are utilized.

C. Kocas and J. Bohlmann (2008), “**Segmented Switchers and Retailer Pricing Strategies**,” *Journal of Marketing*, 72 (3), 124-142.

A game-theoretic model examines a neglected aspect of retailer pricing – not all price-comparison switcher consumers are the same. We demonstrate how distinct switcher segments lead to very different pricing strategies, such as “small” retailers sometimes pricing high despite a small loyal following. We validate the model’s predictions with a rich set of internet book prices and shopping behavior data from a large internet panel.

J. Bohlmann, R. Calantone, and M. Zhao (forthcoming), “**The Effects of Market Network Heterogeneity on Innovation Diffusion: An Agent-Based Modeling Approach**,” *Journal of Product Innovation Management*.

The agent-based modeling technique is used to examine network effects on diffusion. Network structure (how individuals are connected in a market network) and relational heterogeneity (how strongly individuals communicate with others in the network) are studied. Diffusion speed varies significantly based on network characteristics.

J. Bohlmann, J. Rosa, R. Bolton, and W. Qualls (2006), “**The Effect of Group Interactions on Satisfaction Judgments: Satisfaction Escalation**,” *Marketing Science*, 25 (4), 301-321, *Lead article*.

We investigate the satisfaction process within groups. Two empirical studies demonstrate that group interaction is an important determinant of product or service satisfaction within groups, and often leads to satisfaction escalation – a process whereby an individual group member’s satisfaction escalates as a result of group interaction. Multilevel, mixed-effect estimation techniques are utilized.

J. Bohlmann, P. Golder, and D. Mitra (2002), “**Deconstructing the Pioneer’s Advantage: Examining Vintage Effects and Consumer Valuations of Quality and Variety**,” *Management Science*, 48 (9), 1175-1195.

We demonstrate conditions under which a pioneer may have an advantage or disadvantage. A game-theoretic analysis incorporates technology improvements (vintage effects) and multidimensional consumer product valuations to explain pioneer (dis)advantage. Empirical analyses confirm the model's predictions.

J. Bohlmann and W. Qualls (2001), "**Household Preference Revisions and Decision Making: The Role of Disconfirmation,**" *International Journal of Research in Marketing*, 18, 319-339.

The paper is the first to empirically demonstrate the important role of preference disconfirmation in group decisions. A group member's preference revision due to group discussion depends critically on pre-discussion expectations of other group members' preferences. The empirical study is based on a family decision.

G. Urban, J. Hauser, W. Qualls, B. Weinberg, J. Bohlmann, and R. Chicos (1997), "**Information Acceleration: Validation and Lessons From the Field,**" *Journal of Marketing Research*, 34 (February), 143-153.

We present a series of studies demonstrating the validity of the "Information Acceleration" (I/A) methodology. I was fully responsible for the team-decision study in the article (a new medical instrument product), representing approximately 35% of the article.

(the following articles appear in refereed technical journals)

K. Lazarus, E. Crawley, and J. Bohlmann (1991), "**Static Aeroelastic Control Using Strain Actuated Adaptive Structures,**" *Journal of Intelligent Material Systems and Structures*, 1991, 2 (July), 386-410.

J. Bohlmann, C. Eckstrom, and T. Weisshaar (1990), "**Static Aeroelastic Tailoring for Oblique Wing Lateral Trim,**" *Journal of Aircraft*, 27 (6), 558-563.

T. Weisshaar and J. Bohlmann (1989), "**Supersonic Flutter of Aeroelastically Tailored Oblique Wings,**" *Journal of Aircraft*, 26 (1), 75-83.

Published Research Reports

J. Rosa, S. Hoeffler, W. Qualls, and J. Bohlmann (2004), "**Analogies and Imaginary Consumers: A Case Study of New Product Development,**" Marketing Science Institute Report 04-122.

This research examines source domains (the areas of knowledge from which people draw analogically when they encounter novel products) and how they compare among new product developers and consumers. A new product failure reveals the perils of misaligned developer perceptions.

Papers Under Review

J. Spanjol, L. Tam, W. Qualls, and J. Bohlmann, "**New Product Team Decision-Making: The Role of Regulatory Focus.**" Under review at *Journal of Product Innovation Management*.

J. Bohlmann, J. Spanjol, W. Qualls, and J. Rosa, “**Customer Learning and the Dynamics of Innovation: An Exploratory Study.**” Submission May 2009 to *Journal of Product Innovation Management*.

M. Stanko, J. Bohlmann, and R. Calantone, “**Innovation Outsourcing: Finding the Balance in a Time of Unbalance.**” Submission May 2009 to *Sloan Management Review*.

Current Working Papers

J. Spanjol, L. Tam, W. Qualls, and J. Bohlmann, “**Enacting Change in Strategic Marketing Decisions: The Role of Regulatory Focus in Teams.**”

The manuscript examines how individual and leadership motivations influence a team’s propensity to enact strategic change across a variety of marketing decisions. Paper is being readied for submission to the *Journal of the Academy of Marketing Science*.

J. Rosa, S. Hoeffler, W. Qualls, and J. Bohlmann, “**Aligning Product Developers and Consumers: Exploring the Impact of Source Domain Discrepancies and the Use of Idealized Consumer Exemplars.**”

This manuscript, an expanded version of the 2004 MSI Report, focuses on the use of an “idealized consumer” in the new product development process. Developers’ pictures of idealized consumers are often at odds with what actual consumers desire in a new product. Paper is being readied for submission to the *Journal of the Academy of Marketing Science*.

J. Bohlmann and W. Qualls, “**Influence Inaccuracy and Preference Revision in Group Decision Making.**”

The paper empirically demonstrates that influence perceptions within group decisions are not as inaccurate as typically assumed. Instead, accurately predicting the group decision is more a function of incorporating preference updating by individual group members. Paper is being readied for submission to the *Journal of the Academy of Marketing Science*.

Research Projects in Progress (other than current working papers)

My ongoing research projects encompass two primary themes:

Research Theme #1 – innovation/new product strategies and development

Research Theme #2 – group decision-making and processes

Many innovation activities are highly contingent on group-based processes, such as joint decision-making among NPD team members, or the innovation adoption decision made by a multi-person team at a buying firm. The combination of Themes #1 and #2 is thus very relevant since it reflects how the firm develops new products and makes strategic decisions, and how customer groups make new product purchase decisions. Research in progress is listed according to each theme, and their combination.

Theme #1 – Innovation/New Product Strategies and Development

“Entry Timing and Firm Survival in High-Tech Markets.” This research (with S. Min) is based on a model extension of the *Management Science* paper on pioneer advantage. The project develops a more general model of optimal entrant timing, and is validated with a rich data set of firm entry in 147 new high-tech markets.

Target Journal: *Marketing Science*

Status: Data collection completed; analysis in progress.

“Market Entry Strategies and Survival: A Multi-Category Perspective.” This project (with S. Min) considers new market entry and survival in the context of firms’ participation in multiple markets with multiple products.

Target Journal: *Marketing Science*

Status: Data collection completed; analysis in progress.

“A Demand-Based Perspective to Incumbent Inertia.” Incumbent firms are often assumed to suffer from “inertia” that prevents them from pursuing new products vigorously. However, there are conflicting theoretical and empirical results. This project (with M. Stanko) reviews the relevant literature and emphasizes the value of a demand-based perspective that considers the relevant consumer and market factors behind incumbent inertia.

Target Journal: *Journal of Marketing*

Status: Literature review and framework completed; manuscript 70% completed.

“The Effects of Market Network Heterogeneity on Innovation Diffusion: An Agent-Based Modeling Approach.” This research extends the paper currently forthcoming at *JPIM* to examine in more detail the elements of market network structure and consumer learning on innovation diffusion.

Target Journal: *Marketing Science*

Status: Analytical model in progress.

“Switcher and Loyalty Behaviors for New Products.” This research examines the detailed dynamic behavior of consumer search patterns among internet retailers. Switching (browsing multiple retailers) and loyalty (using a single retailer) behaviors may change over time, reflecting heterogeneity among switchers and consumer transitions to/from switcher and loyal patterns. The project is an extension of Kocas and Bohlmann (2008).

Target Journal: *Marketing Science*

Status: Analysis in progress.

Theme #2 – Group Decision-Making and Processes

“Group Decision-Making: Models and Behaviors.” This research studies how models of group purchase decisions can be improved by reflecting the changing preferences of group members during the decision process. Influence processes and strategic behavior are also considered.

Target Journal: *Management Science*

Status: Data analysis nearly completed. Manuscript in progress.

Themes #1 and #2 – New Product Innovation/Development and Group Decision-Making

“Regulatory Focus Theory and New Product Team Decisions.” This research (with W. Qualls and J. Spanjol) examines how individuals in a new product team regulate their behavior to achieve desired outcomes. We focus on a team’s new product investment decisions, empirically validating regulatory-based hypotheses in a new product team context.

Target Journal: *Journal of Marketing*

Status: Data collection completed; data analysis in progress.

“Technology Adoption and End-User Satisfaction.” This project (with R. Bolton and M. Stanko) studies end-user satisfaction and technology adoption decisions within organizational teams.

Target Journal: *Journal of Marketing*

Status: Data collection completed; data analysis in progress.

“Product Upgrade Decisions for Innovative Products.” This research studies the product upgrade decision given customer experience and satisfaction with an existing but more basic product. Upgrade decisions for both group- and individual-based purchases are considered.

Target Journal: *Journal of Marketing*

Status: Data collection completed; data analysis in progress.

Conference Papers and Presentations

Does this Fit or Match? Regulatory Focus Effects on New Product Team Decision-Making,” American Marketing Association Winter Conference, 2009, Tampa, FL.

Does this Fit or Match? Regulatory Focus Effects on New Product Team Decision-Making,” PDMA Research Forum Conference, 2008, Orlando, FL. *Best Paper Award*.

“Customer Learning and the Dynamics of Disruptive Innovations,” American Marketing Association Summer Conference, 2007, Washington, DC.

“Regulatory Focus Theory and New Product Team Decisions,” Marketing Science Conference, 2006, Pittsburgh, PA.

“A Multi-Market Perspective to Incumbent Survival in New Markets,” Marketing Science Conference, 2006, Pittsburgh, PA.

“Incumbency and FM(D)A: A Multi-Market Perspective,” Academy of Management Conference, expert panel on first-mover advantages, 2005, Honolulu, Hawaii.

“Internet Product Recommendations: Effectiveness in Context,” Marketing Science Conference, 2005, Atlanta, GA.

“Innovative Manufacturing Processes: Adoption, Implementation, and End-User Satisfaction,” DSI Annual Conference, 2004, Boston, MA.

“Asymmetric Retailers and Price Promotion Strategies under Segmented Switchers,” Marketing Science Conference, 2004, Rotterdam, Netherlands.

- “Price Promotion Strategies of Asymmetric Retailers: Discount or Play the Niche?” Midwest Marketing Conference, 2004, MSU, East Lansing, MI.
- “An Integrated Model of Optimal Later Entrant Timing in Dynamic Markets,” INFORMS Annual Conference, 2002, San Jose, CA.
- “Inaccurate Perceptions of Household Influence and Preferences: What Happens When Preference Updating Occurs?” Midwest Marketing Conference, 2002, University of Illinois, Urbana-Champaign.
- “Customer Satisfaction and the Innovative Product Upgrade Decision,” Marketing Science Conference, 2001, Wiesbaden, Germany.
- “Deconstructing the Pioneer’s Advantage: An Examination of the Relative Success and Failure of Market Pioneers,” Marketing Science Conference, 2000, Los Angeles, CA.
- “Group Decision Process Effects on Satisfaction Formation,” Frontiers in Services Conference, 1999, Vanderbilt University.
- “Normative Influence and Learning Effects in Group Decision Processes,” Marketing Science Conference, 1999, Syracuse, NY.
- “Product Strategies and Dynamic Innovative Markets,” Marketing Science Conference, 1998, INSEAD, France.
- “Market Entry for Innovative Products,” Midwest Marketing Conference, 1997, University of Iowa. Moderator and Panel Member for the Special Session on Market Entry Strategies and the Disadvantages of Pioneers.
- “Customer Learning in Dynamic Innovative Markets: Implications for Product Development and Strategy,” invited session paper for INFORMS Annual Conference, 1997, Dallas, Texas.
- “Group Satisfaction Processes and Behavior,” Marketing Science Conference, 1997, Berkeley, CA.
- “Information Acceleration of High Tech Industrial Products: A Market Feasibility Test,” TIMS/ORSA Spring Conference, 1994, Boston, Massachusetts.

Invited Research Seminars and Presentations

Clarkson University
Massachusetts Institute of Technology
McMaster University
Michigan State University
North Carolina State University
Purdue University

University of Arizona
University of Illinois at Urbana-Champaign
University of Minnesota
University of North Carolina, Chapel Hill
Washington State University

Teaching Interests

Marketing Strategy; Product Innovation; New Product Design and Development; Marketing Analysis; Marketing Management

Teaching Activities

Undergraduate Level

Marketing Research: marketing concentration course, NCSU. 2009.

Product Innovation and Management: elective course, MSU. 2001 – 2008.

New Product Design and Development: elective design course jointly offered by College of Business and College of Engineering, MSU. 2003 – 2008.

Marketing Strategy: core marketing capstone, MSU. 2008.

Marketing Management: core marketing class, Purdue. 1996 – 2000.

Master's Level

Marketing Management and Strategy: MBA core course, NCSU. 2009.

Case Competition: MBA required case competition, NCSU. 2009.

Marketing Research: MBA course, NCSU. 2008.

Product Innovation: Weekend MBA program, MSU. 2002 – 2007.

Technology & Product Innovation Management: New Course in the M.S. in Supply Chain Management program, MSU. 2002 – 2006.

Product and Process Development: Weekend MBA program, MSU. 2005.

Manufacturing/Innovation Field Study: Practicum in the M.S. in Manufacturing and Innovation program, MSU. Spring 2004.

Marketing Systems: Core course in Weekend MBA program, MSU. 2001.

Marketing & Supply Chain Strategy: New Course in Weekend MBA, MSU. 2006.

Marketing Analysis and Planning: New Course, MBA elective, Purdue. 1998 – 2001.

Marketing Strategy: MBA elective, Purdue. 1997 – 2001.

International Teaching

Marketing Management: Core marketing course in MBA program at the German International School of Management and Administration. 2000.

Doctoral Level

Selected Topics in Marketing: Ph.D. seminars on select topics, including group decision models, game-theoretic models of product strategy, consumer behavior modeling, and models of R&D. 1997 – 2001.

Executive Education

Faculty Advisor for *MASCO Leadership Program in Operations Management*.

Executive seminars on *Product Innovation* for various companies, including MASCO, Textron, and IBM.

Course offering on *Strategic Marketing for Technical Managers* in the Krannert Engineering/Management program for executives, 2000 – 2001.

Doctoral Student Dissertation Committees

M. Stanko, marketing Ph.D. graduate, MSU, 2008
A. Cui, marketing Ph.D. graduate, MSU, 2006
K. Chan, marketing Ph.D. graduate, MSU, 2006
P. Almoguera, economics Ph.D. graduate, MSU, 2006
N. Mattela, food sciences Ph.D. graduate, MSU, 2006
S. Yenyurt, marketing Ph.D. graduate, MSU, 2005
E. Sonmez, marketing Ph.D. graduate, MSU, 2005
A. Nair, operations Ph.D. graduate, MSU, 2003
L. Gentry, marketing Ph.D. graduate, MSU, 2003
A. Stock, marketing Ph.D. graduate, Purdue, 2003
R. Nikolaeva, marketing Ph.D. graduate, Purdue, 2002
S. Min, marketing Ph.D. graduate, Purdue, 2001
C. Kocas, marketing Ph.D. graduate, Purdue, 2000
S. Lele-Pingle, marketing Ph.D. graduate, Purdue, 1998

Master's Student Thesis Committees

J. Tennenhouse, School of Technology (industrial design) M.S. graduate, Purdue, 2000
B. Smith, School of Technology (industrial design) M.S. graduate, Purdue, 2000
J. Camani, School of Communications M.S. graduate, Purdue, 1998
C. Berry, School of Technology (technical graphics) M.S. graduate, Purdue, 1998

Awards and Recognitions

Best Paper Award, PDMA Research Forum Conference, 2008.
Haring Symposium faculty representative, 2006.
Broad College summer research grant awards, MSU (competitive grants); 2005, 2006, and 2007.
Distinguished Teacher, Purdue Krannert Master's Program: 1998 – 2001.
Marketing Science Institute research grants, 1997 and 2000.
Purdue Research Foundation summer research grant award, 2000.
Technology Transfer Initiative grant award, Purdue, 1998.
Multimedia Instructional Development grant award, Purdue, 1996.
Purdue CIBER grant award, 1997.
Fellow, American Marketing Association Doctoral Consortium, 1993.
M.J. Neeley School of Business Outstanding M.B.A. Graduate, TCU, 1991.
Outstanding senior graduate, School of Aeronautics, Purdue University, 1985.

Service Activities

University Level Service

- Special Committee to the Provost for Health Care Initiatives, MSU. 2006 – 2008.
- University Committee on Faculty Affairs (UCFA), MSU. 2005 – 2007.
- UCFA Budget Subcommittee, MSU. 2005 – 2007.
- Campus Appeals Board, Purdue. 1999 – 2001.

College Level Service

- MBA curriculum committee, NCSU. 2008 – present.
- CAT Initiatives committee, NCSU. 2008 – present.
- Weekend MBA curriculum committee, MSU. 2003 – 2004.
- Broad Scholar Undergraduate Mentor. 2003 – 2006.
- Management School Undergraduate Committee, Purdue. 1997 – 2001.
- Krannert Information Access Advisory Committee, Purdue. 1997 – 2001.
- Krannert School Faculty Grievance Committee, Purdue. 1996 – 2001.
- MBA admissions committee, Purdue. 1997 – 1998.

Department Level Service

- Marketing faculty search committee. 1997 – present.
- Research and Ph.D. Task Force, MSU. 2006 – 2007.
- Undergraduate student advisor, MSU. 2001 – 2008.
- Ph.D. coordinator for the marketing area, Purdue. 1997 – 2001.
- Ph.D. admissions committee, Purdue. 1997 – 2001.
- Ph.D. examination committee, Purdue. 1997 – 2001.

Conference Chair and Planning:

Co-chair and Organizer, 2004 Midwest Marketing Conference, hosted at MSU.
Responsibilities included:

- Review paper submissions and organize sessions
- Organize special panel discussions
- Coordinate conference web site
- Coordinate registration, fees, and conference materials
- Plan all conference activities and arrangements

Conference Session Chair and Panels:

- Panelist, Academy of Management expert panel session on First-Mover Advantages, Academy of Management Conference, 2005.
- Marketing Science Conference, 2005, “E-Commerce E-Agents” session chair.
- Marketing Science Conference, 2004, “Pricing” session chair.

- Marketing Science Conference, 2001, “Customer Satisfaction” session chair.
- INFORMS Annual Conference, 1997, “NPD Process Perspectives” session chair.
- Midwest Marketing Conference, 1997, “Market Entry Strategies and the Disadvantages of Pioneers” session chair and panel member.

Ad hoc Journal and Proceedings Reviewer:

- *Journal of Marketing Research*
- *Marketing Science*
- *Journal of Marketing*
- *Journal of Product Innovation Management*
- *European Journal of Operational Research*
- American Marketing Association Winter and Summer Conferences
- Academy of Marketing Science Conferences
- *Decision Sciences*
- *International Journal of Product Development*
- *Journal of Macromarketing*
- *Boğaziçi Journal*

Other Reviewer Activities:

- Reviewer of *Basic Marketing* textbook by Perreault and McCarthy, 2000.
- Reviewer of *Marketing* textbook by Lamb, Hair and McDaniel, 1999.

Other Service within the Academic Community

- Board of Regents Advisory Committee, Concordia University Ann Arbor, MI, 2004 – 2008.
- McNair Undergraduate Scholar Faculty Mentor, 1997 and 2001 – 2002.
- Curriculum design team for the Systems Design and Management (SDM) program, MIT, 1996.

Current Affiliations

American Marketing Association (AMA)
Institute for Operations Research and the Management Sciences (INFORMS)
College of Marketing, INFORMS
Product Development Management Association (PDMA)